

Course Outline

Next Generation Management

FB522P-NGM I-S1

FB523P-NGM II-S2

FB526P-NGM III- S3

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Introduction

This document aims to provide students with a brief overview of the Next Generation Management Module.

A number of detailed documents will be placed on Loop throughout the academic year including but not limited to:

- Module Specification and Learning Outcomes
- POD Document
- Reflection document
- Portfolio Document
- DICE Document

As the module will be a new departure for most students taking the MSc course, it is essential that the documents listed above are read carefully at the earliest possible opportunity. There will also be a number of lectures outlining the unique elements of NGM.

1. What is NGM?

The Next Generation Management module aims to provide students with the opportunity to develop the competencies required for successful management careers and to contribute to business success.

Particular emphasis is placed on reflective and critical thinking, collaborating with people, creating and sharing knowledge and dealing with complexity. The module is structured around the major personal, organizational and contextual challenges in modern management and focuses on four key themes.

- Management & Career Development –
- Business & Society –
- Research –
- Digital - Technologies, Media and Communication–

In addition, NGM students will develop their project management skills by managing a team of undergraduate students. While the actual project management activity takes place in semester 3, details regarding the project management is to be shared in semester 2.

2. Learning Outcomes

NGM will run through **three semesters**. Each semester will hold different learning outcomes. Learning outcomes corresponding to all three Semesters are summarised in the table below.

<i>On successful completion of NGM I the learner will be able to:</i>	
LO1	Assess a range of personal management competencies to identify strengths and opportunities for development and develop a personal development plan (PDP) and career plan
LO2	Engage in and reflect on a range of competence development activities
LO3	Evaluate a range of digital platforms and infrastructure technologies, using both theoretical and practical evaluation approaches
LO4	Demonstrate mastery of effective communication including the selection and use of media for specialist and non-specialist audiences
LO5	Critically assess a variety of commonly used research methods and choose the appropriate method for a given research question
LO6	Apply a range of business research techniques, both qualitative and quantitative

<i>On successful completion of NGM II the learner will be able to:</i>	
LO1	Be capable of reflecting on the legitimacy of business firms as an institution in global society through critical awareness of the expectations and demands that emanate from stakeholders and are placed on businesses.
LO2	Possess an insight into the extent to which social, ethical, environmental, local and global issues need be considered from a strategic perspective and the appropriate business responses and approaches for dealing with such issues and stakeholders.

LO3	Evaluate a range of digital platforms and infrastructure technologies, using both theoretical and practical evaluation approaches
LO4	Demonstrate mastery of effective communication including the selection and use of media for specialist and non-specialist audiences
LO5	Critically assess a variety of commonly used research methods and choose the appropriate method for a given research question
LO6	Apply a range of business research techniques, both qualitative and quantitative
LO7	Evaluate and assess the methodology and results from a research project
LO8	Apply a structured and efficient approach to the management of projects.

<i>On successful completion of NGM III the learner will be able to:</i>	
LO1	Assess a range of personal management competencies to identify strengths and opportunities for development and develop a personal development plan (PDP) and career plan
LO2	Engage in and reflect on a range of competence development activities
LO3	Be capable of reflecting on the legitimacy of business firms as an institution in global society through critical awareness of the expectations and demands that emanate from stakeholders and are placed on businesses.
LO4	Possess an insight into the extent to which social, ethical, environmental, local and global issues need be considered from a strategic perspective and the appropriate business responses and approaches for dealing with such issues and stakeholders.
LO5	Evaluate a range of digital platforms and infrastructure technologies, using both theoretical and practical evaluation approaches

LO7	Critically assess a variety of commonly used research methods and choose the appropriate method for a given research question
LO8	Apply a range of business research techniques, both qualitative and quantitative
LO9	Evaluate and assess the methodology and results from a research project
LO10	Apply a structured and efficient approach to the management of projects.

2.1 Course Delivery

The course will be a mixture of Core Sessions, provided by NGM academics, guest speakers, and student selected activities, called Personal Opportunities for Development (PODs).

The Core Sessions will be delivered using a combination of teaching tools (including traditional lectures, workshops, computer labs, online seminars and many more). The Core Sessions will be broken into different categories

- one for each of the four separate themes
- a number of general NGM lectures

For more detail on the lectures check the NGM LOOP site. Please note that NGM is quite fluid due to the nature of the course and it is important that students access the LOOP site regularly.

3. PODS

Personal Opportunities for Development (PODs) are activities, which together with the relevant reflection, are intended to help you build knowledge, skills, and competence under each of the four NGM themes.

Specifically, the PODs that you choose should be consistent with your own personal development needs, and with the learning outcomes of the NGM module. At the start of NGM, you will be introduced to the idea of a Personal Development Plan (PDP) and required to develop your own PDP.

- You are expected to complete a minimum of 10 PODs under each theme (Minimum of 40 overall). We recommend that you aim for above this target in case event cancellations or other unforeseen circumstances reduce the number you get completed.
- The NGM team will provide a number of POD opportunities throughout the year. See POD Minder for a list of those available.. This list will be updated throughout the year.
- You will also need to identify your own PODs. When a student identifies a POD opportunity, it must first be pre-approved by the NGM team before the student can take part in the activity. The approval process will be outlined in the POD document.

- You must be able to communicate clearly what the POD is, what learning you expect from it, etc. An abbreviated explanation is not enough.
- The list of approved PODs will be maintained by Prof.
- Sarah Fraser. Generally, you should give us about a week’s notice about a POD activity or event, as approval can take a number of days. Only in exceptional circumstances will we approve PODs after the activity has been completed.
- Proof of participation in the POD is required.
- Some events may count as more than one POD. A POD activity and accompanying reflection is expected to constitute approximately 6 hours work.

Examples of available PODs

Management & Career Development	Business & Society	Research	Digital
Give a workshop or seminar in a your specialised subject	Guest speakers	Participation in a Focus Group	Create and run a blog on a topic of interest to you.
Participation in seminars organised by the NGM Team	Documentary on relevant topic in area – ‘Before The Flood’	PNU Research talks	Google Certification (AdWords, Analytics, etc.)
Tutoring/coaching in an area of your expertise	Volunteering activities	Complete a number of Questionnaires	Learn a programming language

Some of the Core Sessions will also be eligible as PODs. These sessions will be clearly identified.

NB: Read the POD document on Loop for more information.

3.1 Reflection

For each POD, you must complete a reflection on the activity or event. Reflection on learning and on the process of learning is one of the hallmarks of learning at master’s level. The focus of reflection is not so much about thinking about what you did, but rather a critical analysis of the process of how you learned what you learned by doing it. It is not simply description!

In your reflection, you need to demonstrate conclusive evidence of doing / attending and attempting to benefit from the POD.

- A draft reflection must be completed within four weeks of completing the POD. (This may vary for some PODs but will be clearly stated in these cases).
- You must share your reflections with the NGM Team using Google Drive. (ngmdcupnu@gmail.com). The number of submitted reflections per semester is taken into account in the calculations of the Attendance and Participation mark for the semester. Please see the schedule of reflection submission deadlines listed in the assessment section of this outline.
- You can modify the reflection as many times as you like before the portfolio submission date, but if a reasonable draft reflection is not present within four weeks of the end of finishing the POD, that particular POD may not be eligible for inclusion in your portfolio.
- Two classes on reflection will be given at the start of both semesters 1 and 2 (see LOOP for

details). Each theme leader will also discuss the reflection process with respect to their theme.

Reflection Feedback

- There are also reflection feedback sessions to be scheduled with each theme leader. The feedback is scheduled so that:
 - Semester 1 each student receives feedback on one reflection submitted for the Carer management theme.
 - Semester 2 each student receives feedback on one reflection submitted for the Business and Society theme, one reflection submitted for the Digital theme and one reflection submitted for the Research theme.
- You will need to upload 1 reflection for each theme prior to the feedback sessions (check schedule of reflection uploads in the assessment section of this outline).
- Details in regards to feedback session appointments will be shared on LOOP.

3.2 Project Management

You will be taking part in a Project Management experience with the help of the DCU DICE team. Communication about the preparation of the project will be delivered and outlined for you during allow you ample opportunity to prepare for the DICE assignment.

Assessment

NGM is 100% assessment based. There will be no final exam. These assessments are a mixture of group and individual projects, as well as a final portfolio containing evidence of new knowledge, insight, and skills gained in the NGM module.

Each semester will hold different assignments. Assignments will be outlined at the beginning of each semester. Assignments corresponding to all three Semesters are summarised in the table below. Indicative due dates will be provided by each theme professor.

NGM I Assessment Breakdown- Semester 1- 2016-2017				
<i>Assessment Type</i>	<i>Assessment Description</i>	<i>Outcome Addressed</i>	<i>% of total</i>	<i>Assessment Date</i>
Assignment	Self-Analysis and Future Autobiography	1,2	20.00	
Assignment	Leadership and Professional Competency Framework	1,2	24.00	
Assignment	Qualitative research methods project	5,6	20.00	

Assignment	Digital Trust and Privacy Case Study	3,4	24.00	
Assignment	Participation	1,2,3,4,5,6	12.00	

No End of Module Formal Examination

NGM II Assessment Breakdown- Semester 2- 2016-2017

<i>Assessment Type</i>	<i>Assessment Description</i>	<i>Outcome Addressed</i>	<i>% of total</i>	<i>Assessment Date</i>
Assignment	Google Challenge	3,4	25.00	n/a
Assignment	Business and Society Case Study	1,2	40.00	
Assignment	Quantitative research project	5,6,7	25.00	n/a
Assignment	Participation	1,2,3,4,5,6,7	10.00	

NGM III Assessment Breakdown- Semester 3- 2016-2017

<i>Assessment Type</i>	<i>Assessment Description</i>	<i>Outcome Addressed</i>	<i>% of total</i>	<i>Assessment Date</i>
Assignment	DICE Project Management Assignment	2,5,6,10	20.00	TBD
Assignment	Participation	1,2,3,4,5,6,7,8,9,10	10.00	Once per semester
Assignment	Individual Portfolio	1,2,3,4,5,6,7,8,9,10	70.00	Sem 3 End

Semester 3 Reflection feedback:

<i>Reflection Date</i>	<i>Themes</i>	<i># Reflection submission required</i>	<i>#Feedback anticipated</i>
November 4	Digital (x1)	1	1 (Digital))
November 25	Research (x1)	1	1 (Research theme)

Unless otherwise specified, you should assume that all assignments are due in both electronic form, on LOOP, and hard copy. All assignments must be handed in on time – which will be specified on LOOP. For each day or part of a day that an assignment is late, the grade will be reduced by five percent.

4. Portfolio

The key assignment in the NGM module is the portfolio. Students must compile a portfolio comprising the following sections: which will be divided into five sections:

Section 1: Overall reflection on your personal development during NGM – 1500 words
(Include your PDP)

Section 2: Personal & Career Development
Reflection Synthesis - 1500 words
POD Reflections (Min of 10 PODs)

Section 3: Business and Society
Reflection Synthesis - 1500 words
POD Reflections (Min of 10 PODs)

Section 4: Digital
Reflection Synthesis - 1500 words
POD Reflections (Min of 10 PODs)

Section 5: Research
Reflection Synthesis - 1500 words
POD Reflections (Min of 10 PODs)

The portfolio should contain your individual reflections on each activity, as well as conclusive evidence of your participation and achievements in those activities.

A minimum number of 40 PODs will be required to pass the Portfolio section of NGM.

Later in the semester a session will be provided on Portfolio preparation. Portfolios will be submitted at the end of Semester 3.

4.1 Attendance, POD Progress and Participation Marks

During the semester students will receive a percentage mark based on their attendance, the number of reflections submitted during the semester and their progress towards attaining the required number of PODs during the semester.

- Students are expected to attend all **core** lectures and workshops as outlined in the course schedule. Attendance will be monitored, recorded and students will be marked based on their attendance across the semester. Core attendance points will only be counted when you have signed the appropriate attendance sheet. Attendance is required for the full session. Students have allowance to miss 1 out of the total NGM classes scheduled per semester.
- POD progress will be monitored on an ongoing basis. Students will be graded based on both the number of PODs completed and the number of the reflections submitted according to the assessment breakdown. In particular, a POD will not be counted, if an acceptable initial reflection on the POD has not been submitted within four weeks of the POD's completion.

- Lecture attendance will account for 4% of participation marks, the number of submitted reflections will account for 3% and the number of total PODs points accumulated during the semester will account for 3%. Students are expected to have a total of 40 POD Points collected by 30th of September.

Please let us know if it is likely that you will miss classes or other activities for an extended amount of time – for example due to illness, a family emergency or similar reasons.

Semester 3 Attendance and Participation indicators:

Your attendance and participation mark for semester 3 will be calculated as follows:

Attendance & Participation %= 0.4 x(% of attendance)+ 0.3 x(% number reflections submitted)+ 0.3 x(%POD pts accumulated by September 30th)

You are required to submit a total of 2 reflections by the published deadlines and attain a total of 40 POD points by September 30th.

4.2 Groups

Students will work in a number of Groups during NGM, some self-formed and other created by the NGM team.

- Groups are chosen to ensure as much diversity as possible within the group.
- NGM Groups will normally be made up of four people.
- Every group member must sign the Participation & Plagiarism Declaration for each assignment
- Each NGM Team must discuss and agree the process by which they will work together, make decisions, resolve disputes, etc. This is called a Team Signatory Code.
- Each group will need to design and sign a Team Signatory Code

Communication, Loop and Google Drive

If you have a question relating to the course: *Course Outline &/or NGM Forum &/or Loop*

- Firstly consult your course outline. If you are still unsure, ask a question on the allocated forum on your **FB522P, FB523P or FB526P** Loop page and a reply will be posted within 3 business days.
- LOOP plays a pivotal role in NGM and it is vital that students visit the site regularly for materials, communication from the NGM team and key module dates. As this is a very wide ranging module there will be a large amount of material and information placed on the NGM LOOP site. As such, familiarity with the site will help students navigate the material. All material on LOOP will be stored under the relevant classes / headings.

If you want to discuss something which is urgent or personal: *Email &/or Meeting*

- If you wish to discuss a matter which is both very urgent/important OR is personal/confidential then email the relevant lecturer about the matter. If a meeting is deemed necessary, then one will be arranged.
- Specific issues relating to different themes or classes can be addressed directly to the relevant lecturer.

If you are to miss a lecture: *Advance warning at previous lecture or email*

- Ideally you should notify your lecturer in advance if you are to miss class, detailing the reason (if you are comfortable doing so). In cases of legitimate reason you will not be docked attendance/participation marks. Send the email to the relevant lecturer and be sure to copy (cc) the Assistant Professor Sarah Fraser.

If you want to submit an assignment: *Loop*

- All assignments should be submitted on LOOP in the slots provided. Please, label these documents correctly as there are a large number of students on the course. Improperly labelled assignments may not be graded.

If you have any POD related question: *Email &/or Meeting*

- Sarah Fraser will be the first point of contact for PODS. You can email her at nyasha.mhandu@dcu.ie

If you want to submit a reflection: *Google Drive*

- Students should place all reflections on Google Drive and allow the NGM team access to this sub-folder by sharing with the NGM email. The final portfolio should also be shared with the NGM team in this way. The email address will be ngmdcupnu@gmail.com