



**UNIVERSITY OF  
LIMERICK**  
OLLSCOIL LUIMNIGH

**MICRO  
CREDS**

**Part-Time Professional  
Short Courses March 2022**

**5 Weeks  
Online  
Accredited  
Stackable**

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## Management & Leadership - NFQ Level 6

Module Lead by: Dr. Kathryn Brosnan, Centre for Project Management

### Overview:

This module in Management and Leadership is designed to provide an introduction to the role of the front-line manager and to develop an understanding of the theories, concepts and techniques of self-management.

This module will heighten awareness of personal effectiveness and develop skills in personal development and action planning. It will provide insight and knowledge in the most salient theories of management and leadership and develop an understanding of the core competencies and skills associated with effective management and leadership.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €750
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will have developed a deeper level of insight and understanding into:

- Personal management strengths and development areas
- Distinguish and understand the relationship between Management and Leadership
- Enabled to embrace the importance of Time Management and Prioritising
- Integrate Actions Plans within career and workplace

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers, supervisors or those aspiring to a managerial role with a minimum of two years organisational experience.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code MG2101** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Management of Change - NFQ Level 7

**Module Lead by:** Maeve O Connell, Management Development Unit

### Overview:

This module in Management of Change is designed to provide an overview of the range of issues that face managers in the continuous management of change.

The module will explore the nature and importance of change, comprehend the main factors facing change both internally and externally and recognise the role of organisation culture in the change process. You will learn how to plan and implement a broad strategy for introducing change and how to apply management change techniques to a variety of organisations.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €750
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module the participants will be able to:

- Appreciate the nature and importance of change within organisations.
- Comprehend the key theories associated with the management of change within modern organisations and integrate the basic steps in the change process.
- Develop and implement a broad strategy for introducing change. Analyse organisational culture and its impact upon change within the organisation.
- Critically evaluate key theories relating to the management of change.

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers, supervisors or those aspiring to a managerial role with a minimum of two years organisational experience. Completion of an NFQ level 6 certificate in management or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code MG3602** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Management - NFQ Level 7

**Module Lead by:** Bob Patterson, Management Development Unit

### Overview:

The aim of the module in Management is to provide a conceptual understanding of the role of the manager and to help apply techniques towards the self-analysis of management and leadership styles, time management priorities, planning and organisational skills.

This module will critically evaluate current practices of planning, organising, leading, and controlling within the organisation. It will examine personal and team effectiveness and provide action-planning skills to help design personal development plans to improve managerial performance by applying management skills and techniques.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €750
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will learn:

- Management definitions, levels, skills, concepts, and key issues
- Understanding the Managers roles and the concept of management style
- Differentiating and integrating the concepts of management and leadership
- Leadership theories and skills
- Personal effectiveness skills, including time management, planning and ongoing decision-making and problem solving, delegation
- Links between management, leadership, and teamwork

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers, supervisors or those aspiring to a managerial role with a minimum of two years organisational experience. Completion of an NFQ level 6 certificate in management or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code MG3641** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Organisational Behaviour 1 - NFQ Level 7

Module Lead by: Mike O'Brien, Management Development Unit

### Overview:

This module is designed as an introduction to organisational behaviour for business and non-business professionals. The module provides an understanding of how job performance and job satisfaction is influenced by motivation, perception, attitudes and group behaviour.

The module examines how attitudes are formed, the interaction between attitudes and behaviour and recognising the impact of perception on managerial decision-making.

The module will analyse how group norms affect behaviour at work and differentiate between groups and teams. The module focuses on the relationship between job design and job satisfaction and explores ways of motivating employees via job rotation, job enlargement and job enrichment.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €750
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will learn:

- To recognise how perception and attitudes impact upon managerial judgements and decision making across a wide range of managerial activities
- The ability to comprehend and integrate a range of motivation theories and appreciate that each individual requires different motivational challenges
- To appreciate the impact of group norms upon individual behaviour and how managers may influence group norms
- The relationship between motivation, job satisfaction and performance

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers, supervisors or those aspiring to a managerial role with a minimum of two years organisational experience. Completion of an NFQ level 6 certificate in management or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code PM3081** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Strategic Management - NFQ Level 7

Module Lead by: Maeve O Connell, Management Development Unit

### Overview:

This module in Strategic Management is both a capstone and a foundation subject for a successful career at a senior level in both business and the public sector.

This module supports participants in understanding the process of strategic management and how to interpret external environmental factors and the impacts on the internal dynamics of the organisation. The subject deals directly with an organization's corporate strategy for survival and growth.

This module caters for professionals, returners and recent graduates from any discipline.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €750
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will:

- Understand the key steps in the process of strategic management
- Apply several strategic management techniques to the analysis of the external business environment
- Differentiate between mission statements, vision, corporate strategy, and business objectives. Identify the range of competitive strategies available to an organisation.

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers, supervisors or those aspiring to a managerial role with a minimum of two years organisational experience. Completion of an NFQ level 6 certificate in management or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code MG3652** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Managing Innovation - NFQ Level 8

**Module Lead by:** Ronan O'Boyle, Guest Lecturer, School of Engineering

### Overview:

Organisations both large and small face many challenges with the introduction of new products and often struggle with how to implement relevant business process improvements.

This module covers a broad range of topics that critically affect innovation capability in companies. Topics covered include: Understanding Innovation, Dynamics of Innovation, Understanding Entrepreneurship, Opportunity Recognition, Intellectual Property Management, Project and People Management, Organisation Learning Strategies.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €1,000
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will have:

- Developed a deeper level of insight into conceptual foundations for understanding and exploiting innovation and entrepreneurship
- An understanding of the innovation life cycle and the key issues involved in entrepreneurship and new product creation

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to those currently employed, or seeking employment, in a variety of industries. Completion of an NFQ level 7 certificate in management or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code AU5081** when applying. Please upload any relevant qualification transcripts and a recent CV.



## Supply Chain Management and CRM - NFQ Level 8

Module Lead by: Carmel McGarr

### Overview:

This module in Supply Chain Management and Customer Relationship Management caters for professionals, returners, recent graduates from any discipline. It is designed to enable the participants to understand how logistical decisions impact the performance of the firm as well as the entire supply chain.

By managing functional areas of logistics and logistical capabilities such as customer service, transportation and order processing as an integrated unit, a firm can gain a strategic advantage in logistics competency and be a strong contributor to successful supply chain management.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €1,100
- **Qualification:** Certificate of Completion – 6 ECTS credits
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### Learning outcomes:

On the successful completion of this module participants will have developed a deeper level of insight and understanding into:

- Four major perspectives of customer relationship management
- The five generic models of CRM with a specific focus on the Value Chain Model
- The key drivers of supply chain performance and their inter-relationships with strategy and other functions of the company such as marketing, manufacturing and accounting
- The potential contribution of logistics to the formation of business strategy
- Demonstrate the link between supply chain performance and financial performance
- Assess the implementation of CRM and the concept of continuous improvement re-engineering
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### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to those currently employed, or seeking employment, in a variety of technology rich industries, such as Pharmaceutical, Medical Devices, Biotechnology and Manufacturing. An NFQ level 7 certificate in management or equivalent is desirable.

### How do I apply?

To apply simply follow the link here.

**Please make sure you quote the module code MG4917** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Introduction to Supply Chain Management - NFQ Level 8

### Overview:

This module is an Introduction to Supply Chain Management and will introduce you to a wide range of frameworks that inform on the alignment, design, implementation and operation of supply chains. It will help you to consider the frameworks appropriate at macro levels of operation and promote a quantitative approach to supply chain operations analysis.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €950
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will have developed a deeper level of insight and understanding into:

- Frameworks to solve or analyse specific supply chain questions.
- The SCOR model and how to reflect on it within the learned frameworks.
- How to work in collaboration with a team to solve problems and deliver projects.

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

A minimum Level 7 qualification is desirable. Where an applicant does not meet the entry requirements above, they can be evaluated under the UL RPL (Recognition of Prior Learning) policy and may be interviewed to ascertain their suitability for the programme.

### How do I apply?

To apply simply follow the link here.

**Please make sure you quote the module code PT3001** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Public Procurement Support Systems - NFQ Level 8

**Module Lead by:** Brendan White, Head of Corporate Procurement Planning & Capacity Development, HBS

### Overview:

Public buyers need to be in a position to procure according to the highest standards of professionalism.

This module will consolidate the academic and practical learning from other Public Procurement and Supply Chain Excellence modules. The module will also provide an overview of the Public Procurement Reform Programme. This module delivers a practical application of the national public procurement policies and procedures using the key support structures and ICT toolsets for practitioners.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €450
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will learn:

- To procure using the highest standards of professionalism
- The practical application of the national public procurement policies and procedures through the use of key support structures and ICT toolsets for practitioners

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to those currently employed, or seeking employment, in a variety of industries. Completion of an NFQ level 7 certificate in management or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code MN3042** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Business Analytics Simulation - NFQ Level 9

**Module Lead by:** Dr. Michael P O'Brien, Department of Management & Marketing

### Overview:

This module enables participants to learn through interactive and experiential learning that mirror the real world of starting and growing a new business.

Simulations are therefore useful to learn about complexities of running a small firm where it is the application, not the definitions of business concepts, functions and operations that are most important in creating critical skills.

Participation in this simulation promotes creativity amongst the participants, who develop a shared view of their learning with a personal learning aspect for independence of decision making and risk.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €1,250
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will understand:

- The complexities of starting and growing a new business
- The importance of the application of business concepts, functions and operations in creating critical skills
- The importance of integrating the areas of market research, product development, competitor evaluation, pricing strategies, promotional activities, operational and financial management

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers and supervisors from a variety of disciplines or those aspiring to a managerial role with three to five years organisational experience. Completion of an NFQ level 8 certificate in marketing or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code MI6303** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Business Communications - NFQ Level 9

**Module Lead by:** Dr. Deirdre Brady, Department of Management and Marketing

### Overview:

This module is designed to introduce participants to the concept of the communications process and to facilitate participants in thinking strategically about communications. Participants will be instructed in communication theory and ways to develop their practical, written and presentation communication skills.

With a strong focus on skills-based learning, participants will be given the opportunity to reflect on and master the fundamentals in business communication and to learn to manage communications more effectively for personal and professional development.

### Course Structure:

- **Type:** Part-time, online – evenings
- **Duration:** 5 weeks
- **Lectures:** 1.5 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €1,250
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will be able to:

- Identify the fundamental principles underpinning effective communications and the components of the communications process
- Interpret, assess and critically evaluate key issues in the field of communication theory
- Analyse types of communication in industry and demonstrate knowledge of key issues involved in business communication
- Design, practice and perform an effective group oral presentation
- Apply learning in an online forum, using e-tivities and discussion forums
- Demonstrate an understanding of the value of active listening and feedback skills
- Identify the complexities of communication and appreciate the central role of communications in personal and professional contexts

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers, supervisors from a variety of disciplines or those aspiring to a managerial role with three to five years organisational experience. Completion of an NFQ level 8 certificate in management or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code CM6901** when applying. Please upload any relevant qualification transcripts and a recent CV.

## Marketing Communications in a Digital Age - NFQ Level 9

**Module Lead by:** Professor Lisa O Malley, Department of Management and Marketing

### Overview:

In this module, business and marketing professionals will learn how to consider different marketing communications and digital marketing techniques and be cognisant of contemporary trends in the field. The module will explore the nature and influence of digital communications on our society and within consumer culture.

This module will provide an opportunity to consider the relative merits of various communication vehicles in terms of delivering on marketing objectives including the ability to develop brands, communicate value, enhance customer engagement, extend the reach, frequency and / or targeting of communications, and build direct sales.

### Course Structure:

- **Type:** Part-time, online – evenings or weekends
- **Duration:** 5 weeks
- **Lectures:** 1 hr live online and recorded lectures, plus 10-15hrs self-guided study per week.
- **Start date:** 21st March - 22nd April 2022
- **Closing date:** 28th February 2022
- **Course contact:** Carole.Ryan@ul.ie
- **Cost:** €1,250
- **Qualification:** Certificate of Completion – 6 ECTS credits

### Learning outcomes:

On the successful completion of this module participants will have developed a deeper level of insight and understanding into:

- The theories, challenges and processes involved with the design and management of contemporary marketing communications strategies
- The principles of marketing communications, visual communications and semiotics and value propositions
- The elements of the marketing communications mix, including advertising, sales promotion and brand building. Consideration of the challenges and opportunities associated with each element in both on and off-line environments.
- The additional challenges associated with engaging customers and other stakeholders in a digital era

### Assessment:

There is no final exam for this module. You will be assessed through 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

### Entry Requirements:

The programme is open to managers, supervisors from a variety of disciplines or those aspiring to a managerial role with three to five years organisational experience. Completion of an NFQ level 8 certificate in marketing or IT or equivalent qualification is desirable.

### How do I apply?

To apply simply follow the link [here](#).

**Please make sure you quote the module code MK5131** when applying. Please upload any relevant qualification transcripts and a recent CV.