

UNDERGRADUATE PROSPECTUS 2016-2017

Institute of Public Administration

Undergraduate Prospectus 2016-2017



INSTITUTE OF PUBLIC ADMINISTRATION
WHITAKER SCHOOL OF GOVERNMENT & MANAGEMENT

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WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT



WELCOME TO THE IPA AND TO THE WHITAKER SCHOOL



It is my great pleasure to introduce the part-time third-level programmes to be offered by the Whitaker School of Government and Management at the Institute of Public Administration (IPA) in the coming academic year.

The Whitaker School provides a wide range of programmes in the broad fields of public management and business studies, ranging from one- and two-year specialist qualifications to four-year honours degrees. A great variety of subjects are taught on these courses, including economics, law, accounting, human resource management, healthcare policy, statistics, local government, European studies, and business policy. Whether students come from the public or private sectors, they will find that the Whitaker School has a programme of great personal and professional interest to them.

Whitaker School students are adults with all sorts of demands on their time. They often choose to study here because our accredited qualifications are delivered in very flexible, student-friendly ways. All programmes are part-time, so students can remain in full-time employment or attend to other aspects of their lives while working toward a new certificate, diploma or degree. Further, students are often able to choose how they will learn. For example, students on our degree programmes can often study through evening lectures at the IPA in Dublin, through evening lectures at a regional centre convenient to them, or through a blend of distance education and scheduled seminars.

The IPA is a recognised college of UCD, which itself belongs to the National University of Ireland (NUI). The programmes described on the pages that follow are accredited by UCD/NUI, so the qualification a Whitaker School student earns will be recognised around the world.

The IPA is a great place to study. It prides itself on helping students with busy jobs and family lives to learn new and important things and to obtain advanced qualifications in fields of perennial value. Our students genuinely enjoy their lectures, seminars and tutorials, and they make lasting friendships and contacts. I hope that some of the courses described in these pages will interest you and that you return to education with the IPA.

Dr Michael Mulreany

Head of Education, Whitaker School of Government and Management at the IPA

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ABOUT THE IPA AND THE WHITAKER SCHOOL

The Institute of Public Administration (IPA) is one of Ireland's most eminent academic institutions. Founded in 1957, it is an established authority in the provision of part-time third-level programmes for public servants and others.

The Whitaker School of Government and Management, which brings the Institute's education and research activities together, offers more than 70 nationally accredited qualifications. Each year around 1,000 people graduate from the School.

The Whitaker School's programmes have long proved popular with those who want to obtain a high-level qualification while attending to their work and domestic obligations. The programmes are of different duration and students choose how far they wish to proceed, obtaining interim awards as they do so.

The IPA has long experience in adult education. It knows what busy professional learners are looking for when they return to education: comprehensive programmes of high standing that are flexible enough to enable students to study in the way that best suits their personal circumstances. It is also an institution that prides itself on the attention that it pays to individual student needs. Course and subject coordinators help and encourage students over the course of their programme. With great expertise in their subject areas, they are on hand to provide the necessary assistance. Lectures and seminars, meanwhile, are delivered by academics and experienced practitioners.



LOCATION - DUBLIN 4 AND NATIONWIDE

The IPA is located on **Lansdowne Road** in **Dublin 4**, immediately adjacent to the sports stadium and to Lansdowne Road DART station. It is very well-served by public transport, with bus and train routes just minutes away. Behind the impressive Victorian façade is a modern campus, business centre and superb library.

Whitaker School students do not, however, have to live in Dublin. Some programmes are available through evening lectures at regional centres. Almost all are available through distance education. Others are delivered through weekday seminars and self-directed study and do not require regular lecture attendance. In short, wherever you live or work, you can take many of the programmes described in this prospectus.



ACCREDITATION

The IPA is a recognised college of UCD. A student entering an accredited IPA Programme will graduate with a UCD award. The IPA and UCD are part of the wider National University of Ireland (NUI) network. UCD awards the degrees of the NUI on IPA students. The undergraduate programmes sit between levels six and eight on the ten-point National Framework of Qualifications (NFQ).

WHITAKER PROGRAMMES - A BRIEF INTRODUCTION

Public Management

The Whitaker School is, quite simply, the leading provider of public management education programmes in Ireland. No other institution offers a comparable range of qualifications in this area. Students can take certificates and diplomas in a range of discrete subject areas, including local government management, finance, law, health economics and civil service studies. Alternatively, they can study for an honours degree in public management, a degree that includes interim awards and lets students specialise in the area of most interest or relevance to them.

Business Studies

Many Whitaker School students work, or would like to work, in private sector enterprise. The Bachelor of Business Studies (Hons) includes two interim awards, at certificate and diploma-level, and offers specialisations in accounting, marketing, HRM and IT management. Students take four subjects in each year and can study the programme through evening lectures or distance education.

PROGRAMME DELIVERY

Different programmes have different delivery methods. In some cases, students can choose to study through evening lectures (either in Dublin or at centres around the country) or through distance education. In others, students attend scheduled weekday seminars in Dublin and receive comprehensive course material for self-directed study. **The delivery methods available are noted in the Key Facts box on each programme page.**

PRIOR LEARNING AND PROGRESSION OPPORTUNITIES

The Whitaker School recognises prior learning and, where appropriate, offers students with relevant qualifications exemptions from subjects or stages of a programme. The School also enables students to progress from one qualification to another. The table on the next page notes the progression opportunities within the Whitaker School.



The flexible learning options offered by the IPA were invaluable in enabling me to complete my qualification while in full-time employment. I can safely say that the programme really broadened my career options.

Kathleen Maher, IPA Graduate



PROGRESSION OPPORTUNITIES WITHIN THE WHITAKER SCHOOL

I WILL STUDY:	I CAN PROGRESS TO:
CERTIFICATE IN PUBLIC MANAGEMENT	Stage 2 of Diploma in Public Management/BA (Hons)
CERTIFICATE IN IRISH GOVERNMENT AND POLITICS	Stage 1 of Diploma in Public Management/BA (Hons) (Exempt from Irish Government & Politics module)
CERTIFICATE IN CIVIL SERVICE AND STATE AGENCY STUDIES	Diploma in Civil Service and State Agency Studies or Stage 1 of Diploma in Public Management/BA (Hons) (Exempt from Irish Government & Politics module)
CERTIFICATE IN LOCAL GOVERNMENT STUDIES	Diploma in Local Government Studies
PROFESSIONAL DIPLOMA IN MANAGEMENT DEVELOPMENT	Stage 2 of Diploma in Public Management/BA (Hons)*
PROFESSIONAL DIPLOMA IN MANAGING CHANGE	Stage 2 of Diploma in Public Management/BA (Hons)*
CERTIFICATE IN PROJECT MANAGEMENT	Diploma in Project Management
PROFESSIONAL DIPLOMA IN HOUSING STUDIES	Certificate in Local Government Studies or Stage 1 of Diploma in Public Management/BA (Hons)
PROFESSIONAL DIPLOMA IN HUMAN RIGHTS AND EQUALITY	Stage 2 of Diploma in Public Management/BA (Hons)*
PROFESSIONAL DIPLOMA IN PUBLIC SECTOR ACCOUNTING	Stage 1 of Diploma in Business Studies/BBS (Hons) (with possible subject exemptions)
CERTIFICATE IN BUSINESS STUDIES	Stage 2 of Diploma in Business Studies/BBS (Hons)
CERTIFICATE IN PUBLIC PROCUREMENT	Diploma in Public Procurement
CERTIFICATE IN HEALTH SERVICES	Diploma in Health Services Policy
DIPLOMA IN PUBLIC MANAGEMENT	Stage 3 of BA (Hons) (chosen stream)
DIPLOMA IN HEALTH ECONOMICS	Stage 2 of BA (Hons)*
DIPLOMA IN HRM	Stage 2 of the BA (Hons) HRM or BBS (Hons) HRM* (additional exemptions from selected modules also available)
DIPLOMA IN MANAGEMENT	Stage 2 of the BA (Hons) Management* (additional exemptions from selected modules also available)
DIPLOMA IN LAW	Stage 2 of the BA (Hons)* (additional exemptions from selected modules also available)
PROFESSIONAL DIPLOMA IN PROJECT MANAGEMENT	Stage 1 of BA (Hons) or Stage 1 of BBS (Hons) (Exempt from Enterprise & Project Management module at Stage 3)
DIPLOMA IN PUBLIC PROCUREMENT	Stage 1 of Diploma in Public Management/BA (Hons)
DIPLOMA IN HEALTH SERVICES POLICY	Stage 3 of BA (Hons) Healthcare Management*
DIPLOMA IN HEALTHCARE MANAGEMENT	Stage 3 of BA (Hons) Healthcare Management*
DIPLOMA IN LOCAL GOVERNMENT STUDIES	Stage 3 of BA (Hons) Local Government*
DIPLOMA IN BUSINESS STUDIES	Stage 3 of BBS (Hons) (chosen stream)
DIPLOMA IN MARKETING	Stage 2 of BBS (Hons) Marketing* (additional exemptions from selected modules also available)
DIPLOMA IN FINANCIAL MANAGEMENT	Stage 2 of BBS (Hons) Accounting* (additional exemptions from selected modules also available)
DIPLOMA IN COMPUTER STUDIES	Stage 3 of BA (Hons) IT Management or BBS (Hons) Information Systems Management*
DIPLOMA IN CIVIL SERVICE AND STATE AGENCY STUDIES	Stage 2 of BA (Hons)*
BACHELOR OF ARTS (HONS)	Graduate programmes – see www.ipa.ie
BACHELOR OF BUSINESS STUDIES (HONS)	Graduate programmes – see www.ipa.ie

* On completion of an IPA Bridging Studies Programme.

The Bridging Studies Programme is normally delivered during the summer months through distance education and seminars.

WHY CHOOSE THE WHITAKER SCHOOL AT THE IPA?

- Whitaker programmes are part-time and expressly designed for those who cannot commit to a full-time course of study.
- Whitaker programmes are accredited by UCD.
- Students can take programmes no matter where they live.
- The Whitaker School is the national authority on public management issues and its programmes cover the subjects essential to a public service career.
- Many programmes offer practical skills development in specific areas and relevant public sector case studies, thereby relating theory to practice.
- Business studies programmes appeal to students keen to develop a career in either the public or the private sector.
- A number of the programmes offer exemptions from the examinations of other professional bodies.
- Students can specialise in a wide range of fields.
- Prior learning is recognised through exemptions from subjects/stages.
- Students can progress, at a pace of their choosing, from certificate awards through to postgraduate programmes.
- Located in the heart of Dublin 4, the IPA's Training and Education Centre provides facilities of the highest order.

IPA LIBRARY

The IPA Library has a comprehensive collection of material on management and business studies. It houses books and journals on a wide range of subjects including law, politics, economics, management, accounting, criminology, the EU, healthcare, finance, local government and sociology. IPA librarians are on hand to assist students in their studies and their search for information.

The Library provides information, reference and lending services to IPA students, members and staff. Requests for books, articles or other information can be placed by email, telephone or in person. Books may be borrowed for 2 weeks and those already on loan can be reserved. A postal service is provided for distance education students and for IPA students studying at Institutes of Technology around the country. The Library catalogue can be accessed from the IPA website www.ipa.ie/library. A range of electronic resources – databases and full text journals – to assist students in meeting their information needs is accessible via the electronic resources link on the Library catalogue. These include Emerald and Ebsco Business Source Premier, both of which provide a searchable database as well as full-text access to a large range of scholarly business and public management journals. The Library also provides wireless internet access for students using their own laptops.

LIBRARY OPENING HOURS

During term time (mid-September to late April), the Library is open during the following times:

Monday to Thursday: 09.15 to 20.00

Friday: 09.15 to 17.15

Most Saturdays in term: 10.30 to 14.30

During the summer months, the Library is open Monday to Friday during office hours. Further details of opening hours are available at www.ipa.ie/library.

Please check for any last-minute changes to opening hours, particularly at weekends and during the Summer, before planning a visit to the Library.



PUBLIC MANAGEMENT PROGRAMMES

2016-2017



WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT

*"Given that many of my class were returning to education after a long absence, the lecturers were very helpful and appreciative of the diverse range of experience and capability in front of them." **



BACHELOR OF ARTS (HONS) - PUBLIC MANAGEMENT (PM1)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the MA (Public Management) or other graduate programmes.

THE PROGRAMME

This degree is a four-year, part-time programme that provides a comprehensive examination and analysis of subjects critical to contemporary public management. A highly-regarded qualification, it offers instruction in, among other subjects, law, economics, politics and social policy. It includes two interim awards: Certificate in Public Management (Year 1) and the Diploma in Public Management (Year 2). Students take four subjects in each year.

IS THIS PROGRAMME FOR YOU?

Yes, if you work in the wider public service and would like a broad understanding of the subjects that determine public management. Many students work in the civil service but the programme also attracts students from the local and voluntary sectors, the healthcare sector and from state-sponsored bodies. Some were unable to pursue a third-level qualification at an earlier point in their career and now wish to do so while remaining in full-time employment.

SUBJECTS

YEAR ONE - CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification - Certificate in Public Management - and the first stage in the four-year degree programme. See also p. 16.

Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and the second stage of the four-year degree programme. See also p. 18.

Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

European Studies

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

Social Policy

This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, OECD reports on Ireland's social policy, EU social policy and the factors that influence domestic social policy.

YEAR THREE

Economics

This year's course focuses on public sector economics, a field that is critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those with no background in accounting, it addresses, among other things, double-entry book-keeping, the measurement of profits and the regulations governing financial statements and disclosure.

Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety issues, employment legislation and strategic management.

YEAR FOUR

Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both the public and private sectors.

Public Policy-Making

This course is concerned with policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

ASSESSMENT

The degree is assessed by means of assignments and final examinations.

BACHELOR OF ARTS (HONS) - LAW AND THE ADMINISTRATION OF JUSTICE (PM2)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the MA (Criminal Justice) or other graduate programmes.

THE PROGRAMME

This is a four-year, part-time programme that combines subjects critical to contemporary public management in all sectors with those especially relevant to law and the administration of justice. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge about such matters as EU law, criminology and penology and law enforcement. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level.

IS THIS PROGRAMME FOR YOU?

This programme has wide appeal, but it is particularly relevant for:

- Members of An Garda Síochána
- Prison staff
- Other public servants working in the administration of justice and related fields

SUBJECTS

YEAR ONE – CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and the first stage of the four-year degree programme. See also p. 16.

Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The second focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

YEAR TWO - DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification - Diploma in Public Management - and the second stage of the four-year degree programme. See also p. 18.

European Law

EU law plays a hugely significant role in public management in Ireland. This course explains the sources of EU law, the main legal instruments that the EU uses, the EU institutions that uphold the law, the fundamental freedoms that EU law protects and how EU law relates to Irish domestic law.

Social Policy

This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

YEAR THREE

Criminology and Penology

This course explores the facts about crime in Ireland and elsewhere in the first decades of the 21st century. It examines what the available statistics tell us about crime and discusses the various theories that have been advanced to explain criminal behaviour. It also addresses contemporary theory on penology.

Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

Economics

This year's course focuses on public sector economics, a field that is plainly critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

Financial Management

This course aims to provide students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

YEAR FOUR

Law Enforcement and the Administration of Justice

This course examines how justice is administered in Ireland and related laws. It explores the general principles of criminal law, including the presumption of innocence. It also assesses the legislation that governs the actions of An Garda Síochána, the provisions of the Constitution relating to arrest and trial by law and efforts to balance the needs of society with civil liberties.

Employment Law

A very significant body of law regulates the employment relationship. This course explains and analyses that body of law, discussing such key topics as the employment contract, the legislation that protects employees, equality in the workplace, health and safety law and the law regulating the employment of non-nationals.

Strategic Management

Strategic Management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

Public Policy-Making

This course is concerned with policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

ASSESSMENT

Students submit assignments and sit examinations in each year.

BACHELOR OF ARTS (HONS) - MANAGEMENT (PM3)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to graduate studies with the IPA.

THE PROGRAMME

The BA (Hons) (Management) is a four-year, part-time programme that focuses on the effective management of people and organisations. Students explore the economic, legal and HR issues that affect public administration broadly and obtain specialised knowledge about the management function, including financial management, marketing and the management of information systems. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level.

IS THIS PROGRAMME FOR YOU?

This course attracts students from the wider public service who have, or are likely to have, some management responsibilities. The course mixes subjects common to public management generally with those that address particular management fields. Students come from:

- The wider public service
- The private sector
- State-sponsored bodies
- The voluntary sector

SUBJECTS

YEAR ONE – CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and the first stage of the four-year degree programme. See also p. 16.

Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of

contemporary management science and details the most important elements of management including leadership, HRM and change management.

YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and part of the four-year degree programme. See also p. 18.

Business and Company Law

All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

European Studies

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

YEAR THREE

Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management.

Financial Management

This course aims to provide students with a clear understanding of standard accounting techniques and the

proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

Marketing

Managers at all levels need to have an appreciation of the marketing function and this course covers the central issues that marketing departments consider. It examines the marketing environment, the information required for marketing decisions, how to produce a marketing strategy and the marketing mix.

Economics

This year's course focuses on public sector economics, a field that is plainly critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

YEAR FOUR

Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

Information Systems Planning

This course encompasses both business and IS strategy. It examines the creation and maintenance of proper information systems, addressing such topics as information as a corporate resource, the characteristics of different information systems and managing and measuring the benefits of such systems.

Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

ASSESSMENT

The programme is assessed by means of assignments and final examinations.

CERTIFICATE IN PUBLIC MANAGEMENT (PM4)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Minor Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the second year of the Diploma in Public Management or BA (Hons).

THE PROGRAMME

This one-year, part-time programme provides a systematic introduction to the subjects at the heart of public management in Ireland. Students take four subjects and address such crucial topics as constitutional law, the principles of economics, the Irish system of government and the most influential theories of management.

The Certificate is both a stand-alone qualification and the first year of the four-year BA (Hons) programme. Students who successfully complete this year can enter the second year of the Diploma in Public Management or BA (Hons), where they will have the opportunity to specialise in a field of particular relevance to them. If students do not wish to take all the subjects in one year, they can take the programme on a phased basis.

IS THIS PROGRAMME FOR YOU?

For over 25 years this programme has proved invaluable to students who require a solid grounding in subjects fundamental to public management. It is an ideal choice for those returning to education and keen to obtain a third-level qualification over one academic year, with an option to continue to degree level. Students on this programme often work at junior to middle grades in:

- Government Departments
- Local Authorities
- State-sponsored Agencies.

SUBJECTS

Economics

This introductory-level course explains the main theories and principles of economics. The course covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition, national income, the financial system and monetary policy.



Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

ASSESSMENT

The programme is assessed by means of assignments and final examinations.



DIPLOMA IN PUBLIC MANAGEMENT (PM5)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Two academic years.

INTERIM AWARDS:

Certificate in Public Management (Year 1).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6.

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the relevant stream of the BA (Hons).

If students do not wish to take all the subjects in one year, they can study on a phased basis. The Diploma is both a stand-alone qualification and the second year of the four-year BA (Hons) programme.

IS THIS PROGRAMME FOR YOU?

This programme is suited to those working across the wider public service who would like to extend their understanding of public management issues and take a subject especially relevant to a particular sector. The first year provides a solid appreciation of the fundamentals of economics, law, government and management, which the second year builds upon.

SUBJECTS

YEAR ONE - CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification and a stage in this programme and the degree. See p.16 for more details.

YEAR TWO

Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

European Studies*

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

* This subject is not taken by students in the Law and the Administration of Justice and Healthcare Management Streams

THE PROGRAMME

This is a two-year, part-time programme. The first year is the Certificate and the second year allows students to take a subject in an area of particular relevance to them. Students take four subjects from a choice of six streams:

- Public Management
- Healthcare Management
- Local Government
- Law and the Administration of Justice
- Management
- Human Resource Management

STUDENTS CHOOSE ANOTHER SUBJECT(S) FROM ONE OF THE FOLLOWING STREAMS:

Public Management

Social Policy: This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

Healthcare Management

Health Administration: As in other countries, the way our healthcare system is organised is a subject of national interest. This course provides the facts about health administration in Ireland.

Social Policy: This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

Local Government

Local Government: This course examines the powers, responsibilities and organisation of local authorities in Ireland. Students explore the laws that determine the activities of those authorities, the policy aspects of local government and the key services that local authorities are mandated to deliver.

Law and the Administration of Justice

Social Policy: This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

European Law: EU law plays a hugely significant role in public management in Ireland. This course explains the sources of EU law, the main legal instruments that the EU uses, the EU institutions that uphold the law, the fundamental freedoms that EU law protects and how EU law relates to Irish domestic law.

Management

Business and Company Law: All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contract, the formation of companies, the acquisition of shares and the liquidation of businesses.

Human Resource Management

Organisational Behaviour: Human behaviour is the critical element in organisational success. This course explores the theories that have developed about how people behave in an organisational setting and how management can respond to those behaviours. It considers such topics as motivation, leadership, group behaviour and organisational culture.

ASSESSMENT

The programme is assessed by means of assignments and final examinations.



CERTIFICATE IN CIVIL SERVICE AND STATE AGENCY STUDIES (PM6)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday tutorials at the IPA in Dublin and regionally where demand warrants this.

DURATION: 5 tutorial days over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: €950 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Students who successfully complete the Certificate can choose to continue their studies with the Diploma in Civil Service and State Agency Studies.

THE PROGRAMME

This programme is designed to provide students with a practical and comprehensive understanding of government in Ireland. In this new era of integrating and transforming public services, students will receive an important 'system-wide induction' to the roles and functions of the various sectors of government and the key processes such as legislation, budgeting, modernisation and government decision making. Students will consequently better appreciate the role and interactions of their organisations within this complex system and be better equipped to deal with the myriad of tasks and responsibilities in their public service careers.

IS THIS PROGRAMME FOR YOU?

This Certificate is relevant to all staff working within the civil service or state agency sectors, but will be particularly useful to staff at junior and middle level grades. The content is appropriate to those in administrative, technical, professional and managerial roles. It will also be relevant to staff in

other organisations that have significant interactions with government and the system of public administration.

PROGRAMME CONTENT

This Certificate covers the following key topics over five modules:

- Central Political Agencies
- Government Departments and Civil Service
- State Agencies and non-Elected Oversight Agencies
- Sub-National Government, the Health Sector and Legal Agencies
- Issues in Governance and Public Management

DELIVERY

This programme is delivered in a distance learning format, supported by attendance at tutorials. Students will receive a learning pack comprising a specially developed distance learning text and recommended readings. Tutorials are designed to support students and to deepen their knowledge and understanding of the course material. Tutorials are delivered by IPA Specialists and experienced practitioners. Attendance is required at five one-day intensive tutorials. Tutorials typically run from 9:30am to 5:00pm.

ASSESSMENT

Assessment is continuous throughout the programme and consists of four assignments and two examinations.



DIPLOMA IN CIVIL SERVICE AND STATE AGENCY STUDIES (PM7)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday tutorials at the IPA in Dublin.

ENTRY REQUIREMENTS:

Certificate in Civil Service and State Agency Studies.

DURATION: 6 tutorial days over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: €990 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Students who successfully complete the Diploma can, after a short course of Bridging Studies, enter Year 2 of the BA (Hons).

THE PROGRAMME

The Diploma in Civil Service and State Agency Studies is designed to complement the Certificate in Civil Service and State Agency Studies, which has been running successfully since 2004. The Diploma provides a more in-depth explanation and analysis of the system of government, 'governance' and public administration in Ireland. Both programmes are intended to be an important step in the career development path of civil and public service staff and to provide material of relevance to enhance the competence of individuals in their career path.

IS THIS PROGRAMME FOR YOU?

The programme is aimed at civil and public servants who have successfully undertaken and completed the Certificate in Civil Service and State Agency Studies. Both programmes are relevant to:

- All staff working within the civil service, state agency and local authority sectors, particularly staff at junior and middle level grades. The content is appropriate to those in technical and professional as well as administrative grades.
- Staff in other organisations that significantly interact with government and the system of public administration.

PROGRAMME CONTENT

This Diploma covers the following topics:

- The Changing State and Public Service
- Public Service Modernisation
- Government Financing and Economics
- Policy Formulation and Analysis
- Ireland and the EU
- Issues in Modern Governance

DELIVERY

Delivery is through a distance learning format supported by attendance at tutorials. Students will receive a learning pack comprising a specially developed distance learning text and recommended readings. Tutorials are designed to support students and to deepen their knowledge and understanding of the course material. Tutorials are delivered by IPA Specialists and experienced practitioners. Attendance is required at six one-day intensive tutorials. Tutorials typically run from 9:30am to 5:00pm.

ASSESSMENT

Assessment is continuous throughout the programme and consists of one project, five assignments and two examinations.

PROFESSIONAL DIPLOMA IN PUBLIC SECTOR ACCOUNTING (PM8)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at seminars at the IPA in Dublin.

DURATION: One academic year (September/October to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Special Purpose Award).

COMMENCES: September/October 2016

APPLICATION DEADLINE: September 2016.

FEE: The cost of the programme is €1,990 per annum (includes all matriculation and examination fees), payable in two instalments.

PROGRESSION: Students can enter the first year of the BBS (Hons) programme (with possible subject exemptions).

THE PROGRAMME

This professional diploma responds to significant demand for explanation and analysis of the principles and practices of public sector accounting. The financial crisis that Ireland and the wider world experienced from 2008 demonstrated, in as stark a fashion imaginable, that governments have to rigorously record fiscal information. Inconsistencies between public sector accounts and how EU budgetary oversight is performed complicate efforts to present data in a consistent and transparent manner. This programme will pay particular attention to efforts by the European Commission to implement harmonised public sector accounting standards in Member States. It will also attend to the accounting practices followed in different parts of the Irish public service.

IS THIS PROGRAMME FOR YOU?

This programme will have appeal across the wider public service. Students will learn about the core requirements and problems that define public sector accounting and will develop the skills to apply what they have learned to their own work. On completing this programme, they will have a

solid understanding of public sector accounting standards and frameworks and of the international developments that are of most importance. Prospective students should note that some prior knowledge of public sector accounting is necessary.

DELIVERY

This programme is delivered through a blend of distance learning and attendance at scheduled seminars and workshops. Students will receive comprehensive course material, including textbooks, to study over the duration of the course. Seminars and workshops will be delivered by experienced practitioners and will take place at the IPA campus in Dublin.

SUBJECTS

Public Sector Accounting Principles

In this module, students will be introduced to the fundamental principles underpinning accounting for the public services and public benefit entities. Particular attention will be given to accounting for services, as opposed to profit, including the regulatory framework and performance reporting.

Public Sector Accounting Standards

This module will focus on the more technical aspect of accounting as outlined in Generally Accepted Accounting Principles. Among other things, students will learn about the evolution of accounting standards, culminating in the European Public Sector Accounting Standards harmonisation project.

Sectoral Practices

One of the more interesting aspects to public sector accounting in the Irish public service is the diversity of practices that exists across the sectors. This is in direct contrast to the commercial sector, which has largely similar accounting rules across the various sectors that fall within the Companies Acts. This module will provide an overview of current accounting practices on a sectoral basis.

Public Sector Accounting in Management Practice

Good financial information is consistent, relevant, comparable, and understandable. The strategic management of an organisation depends on this information to support planning and decision making. This module builds on the material covered in the earlier ones to explore how management engages with financial and accounting information at an operational level.

ASSESSMENT

Students will complete a written assignment in each module and will sit final examinations.



CERTIFICATE IN PUBLIC PROCUREMENT (PM9)

DELIVERED IN ASSOCIATION WITH ACHILLES PROCUREMENT SERVICES

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday workshops at the IPA in Dublin.

DURATION: 10 workshop days over one academic year (September to April).

ACCREDITATION: UCD.

ENTRY REQUIREMENTS: Previous experience of procurement is required.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016

APPLICATION DEADLINE: September 2016.

FEE: €4,500 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details

PROGRESSION: Successful students can further their studies in Public Procurement with the Diploma in Public Procurement.

THE PROGRAMME

The Certificate in Public Procurement is a comprehensive introduction to public procurement and focuses on best practice procurement in the public sector and the achievement of value for money within the context of Irish and European Union legislation. The course provides comprehensive detail on all aspects of the procurement process to professionals seeking to enhance their skill base in this important field. It seeks to provide participants with the basic knowledge, skills and tools necessary to ensure an effective and efficient procurement service, which will deliver value for money, manage procurement risks and ensure compliance with all national and EU procurement regulations. It is offered by the IPA in association with Achilles Procurement Services.

IS THIS PROGRAMME FOR YOU?

The course is specifically designed for public sector officials engaged in the procurement of supplies, works and services.

PROGRAMME CONTENT

This Certificate covers the following topics:

Foundation - Principles and Rules

- Principles and Regulations
- Defining Contract Types
- Procedures
- Different Types of Notices

Assessment Processes

- Selection Criteria
- Award Criteria
- Framework Agreements/Panels/Lists
- Remedies Legislation

Value for Money, Planning and Procurement Strategy

- Principles of Good Procurement
- Value for Money
- Procurement Planning
- Procurement Strategy

Tender Documentation and Tendering Process

- Tender Documentation
- Request for Tenders
- Tender Receipt, Opening and Evaluation

Debriefing, Risk Management, Ethics and Corporate Governance

- Risk Assessment and Management
- Business Ethics & Corporate Governance
- Debriefing
- Contract Terms and Conditions

DELIVERY

Delivery is via a blended learning programme that combines distance learning, tutor delivery, attendance at workshops, directed home study and continuous assessment through assignments, work-based projects and written examination. Classes typically run from 9:30am to 5:00pm on workshop dates.

ASSESSMENT

Award of the Certificate is based on the successful completion of three assignments, a work-based project and a three hour, closed book examination.



DIPLOMA IN PUBLIC PROCUREMENT (PM10)

DELIVERED IN ASSOCIATION WITH ACHILLES PROCUREMENT SERVICES

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday workshops at the IPA in Dublin.

DURATION: 10 workshop days over one academic year (September to April).

ACCREDITATION: UCD.

ENTRY REQUIREMENTS: IPA Certificate in Public Procurement or equivalent, or five years relevant experience.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: €4,500 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

THE PROGRAMME

The Diploma in Public Procurement is an advanced programme that equips decision-makers with the skills to design and implement strategic initiatives, thus ensuring they position and resource their procurement activity appropriately. The programme focuses on the strategic aspects of procurement within the context of international best practice. It provides participants with a comprehensive understanding of key aspects such as capability development, procurement planning, cost reduction initiatives, strategy development and change management.

IS THIS PROGRAMME FOR YOU?

The programme is a follow-on from the Certificate in Public Procurement and is specifically designed for key decision makers in the procurement, project management and budget holding functions in the public sector.

PROGRAMME CONTENT

This Diploma is delivered on a modular basis and covers the following topics:

Foundation

- Basics of strategic procurement
- Opportunity and business requirement analysis
- Internal and external influences and barriers
- Procurement structures

Corporate Planning and Strategy Development

- Procurement planning – corporate plans
- Capability development and commercial awareness
- Supply positioning and supplier preferencing matrices
- Procurement strategies and innovation
- Porter's five forces and framework agreements

Market Research, Procurement Processes and Procedures

- Market research and structure
- Price-cost relationship
- Developing purchasing processes and procedures
- Category management
- Role of ICT systems in procurement eProcurement
- Sustainable (green) procurement

Change Management and Negotiation Skills

- Drivers for change
- Planning for change
- Interpersonal and communication skills
- Negotiation strategies and skills

Performance Management

- Procurement performance management
- Contract and supplier performance management
- Project management and effective communication

DELIVERY

Delivery is via a blended learning programme that combines distance learning, tutor delivery/attendance at workshops, directed home study and continuous assessment through assignments, a work-based project and written examination.

ASSESSMENT

Assessment is based on a combination of three assignments, a work-based project, a presentation and a three hour, closed book examination. The work-based project will last for the duration of the programme. Course presenters will provide ongoing assistance during the project.

PROFESSIONAL DIPLOMA IN OFFICIAL STATISTICS FOR POLICY EVALUATION (PM11)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at seminars/workshops

DURATION: One academic year (September to April)

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016

FEE: The cost of the programme is €1,450 (includes all matriculation and examination fees), payable in two instalments. See p.83 for more details.

THE PROGRAMME

The Professional Diploma in Official Statistics for Policy Evaluation has been developed in conjunction with the Central Statistics Office (CSO) and is targeted at decision-makers throughout the public service. It introduces students to important Irish and international official statistics that will help them better understand the structure and trends in Ireland's economy and society. A unique feature of the programme is that course material is prepared and taught by professional statisticians from CSO. This is a practical "hands-on" course, and emphasis is placed on the visualisation and presentation of statistics so that useful policy relevant information or knowledge can be derived. Students are also introduced to data management and metadata best practice and to the broader principles of evidence-informed policy formulation and evaluation.

IS THIS PROGRAMME FOR YOU?

This programme will appeal to anyone in the wider public service who would like to obtain a specialised knowledge of official statistics and their role in decision-making. It is of great benefit to those who need to present analyses or business cases to peers and to those charged with research and analyses.

PROGRAMME CONTENT

The programme is divided into four main areas. The topics covered include the following:

1. Framework for Official Statistics

- Principles of policy evaluation
- Accessing information
- Statistical infrastructure and data management
- Legal and institutional frameworks
- EU Code of Practice

2. Macro-Economy Statistics

- National and government accounts
- Banking and finance
- External trade and balance of payments
- Prices
- Globalisation

3. Business Economy Statistics

- Short- and long-term business statistics
- Innovation and R&D
- Science and technology
- Environment and energy
- Transport and travel
- Agriculture, forestry and fisheries

4. People, Demography and Labour Force Statistics

- Demography and migration
- Population and social conditions
- Employment, unemployment and earnings
- Health and education
- Well-being, equality and crime

DELIVERY

Students will receive comprehensive course material prepared by the CSO and the IPA. They will attend scheduled seminars and workshops at the IPA in Dublin 4 over the course of the academic year, where, in addition to receiving lectures and demonstrations, emphasis will be placed on understanding key statistics in relation to current economic and social developments.

ASSESSMENT

Assessment will consist of written assignments, a class presentation, and final examinations.

CERTIFICATE IN PROJECT MANAGEMENT (PM12)

KEY FACTS:

DELIVERY METHOD:

Self-study supported by attendance at six weekday workshops at the IPA in Dublin.

DURATION: Scheduled workshops (one per month) over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: €1,800 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Successful students can enrol for the Professional Diploma in Project Management.

THE PROGRAMME

This programme covers critical skills areas, including project initiation; schedule development, monitoring and control; team management. It also addresses methodologies, frameworks and technologies designed to support the project manager. Students will learn from experienced tutors, and from each other, how to manage their projects effectively and to meet the expectations of their stakeholders.

IS THIS PROGRAMME FOR YOU?

This programme will be particularly relevant for public servants who:

- Are new to project management
- Are members of, or work closely with, project teams
- Wish to enhance their awareness and knowledge of project management
- Are interested in learning practical tools and techniques to help them manage projects more effectively
- Wish to improve the inter-personal competencies that are vital for successful project managers

PROGRAMME CONTENT

The programme will cover the following subjects:

TOOLS FOR MANAGING PROJECTS

Frameworks for Project Management

- APM Body of Knowledge (US)
- PMI Body of Knowledge (UK)

Project Work and its Management

- Critical Success Factors
- Managing the Project Environment
- Stakeholder Management
- Project Governance

Methodologies for Project Management

- Project Management Processes
- PRINCE 2

PEOPLE AND THEIR ROLE IN PROJECTS

Projects in Organisations

- Projects in Organisations
- Project Team Structure

Effective Project Teams

- Leadership and Team Building
- Delegation in Projects

Skills for Project Success

- Conflict and Negotiation
- Motivating and Influencing People

DELIVERY

The Certificate is a distance learning programme that is supported by attendance at six one day workshops over the duration of the programme. Students will receive a learning pack comprising specially developed distance learning materials and a textbook.

ASSESSMENT

Assessment is continuous throughout the programme and consists of six assignments and two written examinations.

PROFESSIONAL DIPLOMA IN PROJECT MANAGEMENT (PM13)

KEY FACTS:

DELIVERY METHOD:

Self-study supported by attendance at twelve weekday workshops at the IPA in Dublin.

ENTRY REQUIREMENTS:

Certificate in Project Management or equivalent or direct project experience.

DURATION: Scheduled workshops (two per month) over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: €2,700 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

THE PROGRAMME

This programme builds on the Certificate in Project Management. It covers additional critical skills areas, including procurement, resource management, quality management, and managing multiple projects. It also addresses methodologies, frameworks (including PRINCE 2, Agile and the PMBOK) and technologies designed to support the project manager. The programme has been designed to help students working as project managers and/or members of a project team within a public sector context. While employing the body of knowledge of the profession, the course is highly tailored to address the unique issues and challenges faced by public sector project managers and team members.

IS THIS PROGRAMME FOR YOU?

This Diploma is ideally suited to:

- Those who have completed the Certificate in Project Management or who can demonstrate an equivalent level of competence
- Those who are spending, or are likely to spend, a significant proportion of their time undertaking project work

- Those who are interested in enhancing their abilities in hands-on project management

PROGRAMME CONTENT

SUCCESSFUL PROJECT DELIVERY

Project Management Discipline

- Change and the Projects Environment
- PM Frameworks and Methodologies

Satisfying the Business Case

- Pre-Project Phase
- Requirements Management
- Managing the Processes

Project Stakeholders

- Organisations Delivering Projects
- Project Team Roles at Work

PROJECT MANAGEMENT TOOLS AND TECHNIQUES

Finance and Schedule Management

- Appraisal, Estimating and Planning
- Monitoring, Control & Corrective Actions
- MS Project

Procurement & Uncertainty Management

- Contracts, Tendering & Administration
- Risk Assessment, Mitigation & Allocation

Quality & Communications Management

- Quality Plans and Delivery
- Information & Communication Protocols

DELIVERY

The Diploma is a distance learning programme supported by attendance at twelve workshops over the duration of the programme. Students will receive a learning pack comprising specially developed distance learning materials and textbooks.

ASSESSMENT

Assessment is continuous throughout the programme and consists of a personal project, six assignments and two written examinations.

PROFESSIONAL DIPLOMA IN MANAGEMENT DEVELOPMENT (PM14)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday workshops at the IPA in Dublin and on a regional basis where demand warrants this. Regional locations are not available until after the closing date for applications.

DURATION: 8 workshop days over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: €1,900 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

THE PROGRAMME

Against the backdrop of the reform initiatives throughout the public service, the drive towards integrated service delivery and increasing consumer expectations, managers need to apply a range of skills and key competencies in order to be successful. This Professional Diploma programme has been designed for public servants keen to take up this challenge and contribute to the effectiveness of their organisation. The overall aim is to improve students' overall competency in effective management practice .

IS THIS PROGRAMME FOR YOU?

This Professional Diploma is ideally suited to:

- Those wishing to make a career move into a managerial or supervisory role
- Newly appointed managers
- Experienced managers who wish to develop or refresh their skills and knowledge through exposure to the latest in good management practice

PROGRAMME CONTENT

The programme will be delivered via four modules based on key management competencies identified in the Irish public sector:

- Elements of Management
- Managing Competencies and Styles
- Management of Staff
- Management of Change

DELIVERY

The Professional Diploma is a distance learning programme supported by attendance at four two-day modules over the duration of the programme. Students will receive a learning pack comprising a specially developed distance learning text. This format allows participants to study in their own time, at their own pace and at the location of their choice. The purpose of each workshop is to animate the contents of each module, allow participants to relate module content to their own jobs, provide support and networking opportunities.

ASSESSMENT

Award of the Professional Diploma in Management Development is based on successful completion of four assignments, attendance at workshops and final examinations.



PROFESSIONAL DIPLOMA IN MANAGING CHANGE (PM15)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday workshops at the IPA in Dublin.

DURATION: 5 one-day and one half-day workshops over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: €1,900 (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

THE PROGRAMME

Public service transformation is now a priority issue and organisations across the public sector are set to play a key role in this transformation. The OECD and Task Force reports set out the public sector change agenda, emphasising the need for a more integrated and better performing public service, sharing of services, improved e-government and better engagement with citizens in policy and service delivery issues. This intensive programme provides change leaders with the skills, tools and techniques necessary to implement effective change in their organisations.

IS THIS PROGRAMME FOR YOU?

This Professional Diploma is ideally suited to those who are:

- Tasked with introducing, leading or implementing change in their organisation
- Involved in managing merging state agencies
- Managers with a specific organisation development brief
- Staff working within new structures in the local government and health sectors
- Managers with Human Resource Management or Training and Development responsibilities

PROGRAMME CONTENT

The programme is split into three subject/module areas:

Strategic Change

- Global trends and new thinking on change
- Principles of strategic planning
- Public sector reform in Ireland and other countries
- Change techniques
- Innovation and change
- Environmental scanning and stakeholder analysis

Communicating and Imparting Change

- Resistance to change
- Conflict resolution
- Negotiation and bargaining
- Politics of change
- Facilitation skills and techniques
- Internal consultancy skills
- Methods/styles of change management

Implementing and Sustaining Change

- Philosophy of organisational development
- Organisational cultures and structures
- Performance management and indicators
- Quality initiatives
- Project management
- Internal communications
- IT systems

DELIVERY

The programme is delivered through distance learning and is supported by workshops. This format allows students to study in their own time, at their own pace and at the location of their choice. Learning is supported by attendance at workshops, contact with the tutors and networking with fellow students. Students receive a learning pack comprising a specially developed workbook.

ASSESSMENT

The programme is assessed by means of a project on a change management topic, other written assignments and exams.

CERTIFICATE IN IRISH GOVERNMENT AND POLITICS (PM16)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by one-day seminars in Dublin or, subject to numbers, at regional centres.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: The cost of the programme is €950 per annum (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Students can enter the BA (Hons) programme with an exemption from the Politics, Government and Public Administration module.

THE PROGRAMME

This one-year course on Politics, Government and Public Administration introduces students to the political institutions and systems that determine how Ireland is governed. It has two main components. The first explains the powers of the Houses of the Oireachtas, the voting system in operation and the organisation of government. Throughout, comparisons are made with the structures and systems in other countries, including the UK and Germany. The second part of the course focuses on social administration in Ireland, outlining, among other things, how welfare, education and housing services are delivered.

IS THIS PROGRAMME FOR YOU?

Are you interested in debates about the reform that the Irish political system requires? Are you interested in the institutions, structures and systems through which Ireland is governed? If so, this course, which details the facts about political and social administration, may be ideal. Students come from various backgrounds and all are keen to reacquaint themselves with the particularities of the Irish political and social administration systems.

DELIVERY

The programme is delivered through a blend of one-day seminars and self-directed study. The seminars will take place at the IPA campus in Dublin and, subject to numbers, at other regional centres. Students will receive course material and essential textbooks.

ASSESSMENT

Students complete assignments and sit examinations.



DIPLOMA IN LAW (PM17)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by weekend seminars at the IPA.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 7 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: The cost of the programme is €2,750 per annum (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Graduates can enter the second year of the BA (Hons) on completion of a bridging programme.

THE PROGRAMME

The Diploma in Law is a one-year, part-time programme that addresses the basic laws and legal principles that determine and influence the work of the State and private enterprise. It focuses on four key subjects.

Students will learn about, among other things, how the Irish courts operate, the rights protected by the Constitution, the legal powers of state bodies, the laws governing contracts and business relationships and the laws that protect employees.

IS THIS PROGRAMME FOR YOU?

Yes, if you would like to acquire a comprehensive introduction to law in just one academic year. As the programme moves between constitutional, business, administrative and employment law, it attracts a diverse range of students. Many are also attracted by the very flexible delivery method. While a prior knowledge of Irish law is not a formal entry requirement, some familiarity with legal principles and concepts would be an advantage.



SUBJECTS

The Legal System and Constitutional Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Business and Company Law

All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

Employment Law

A very significant body of laws regulates the employment relationship. This course explains and analyses that body of law, discussing such key topics as the employment contract, the legislation that protects employees and the laws regulating the employment of non-nationals.

ASSESSMENT

Students complete assignments and sit examinations.

PROFESSIONAL DIPLOMA IN HUMAN RIGHTS AND EQUALITY (PM18)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at seminars at the IPA in Dublin.

DURATION: One academic year (September to April).

PLACE ON THE NFQ: Level 8 (Special Purpose Award).

ACCREDITATION: UCD.

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: The cost of the programme is €1,990 per annum (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Students who successfully complete this programme can enter the second year of the BA (Hons) on a completing a bridging programme.

understand how the laws and policies around human rights and equality have become intrinsic to the day-to-day delivery of services and to obtain an informed perspective on the challenges that human rights and equality developments have for the workplace. No prior knowledge of the law in this area is required.

SUBJECTS

Philosophical and Political Perspectives on Human Rights and Equality

This module introduces students to the historical and conceptual foundations of contemporary human rights and equality law. Students will learn about the major historical developments in this area, the key theories that have been advanced in support of the universality of human rights and equality, and the current debates about the application of these theories in national and international contexts.

The International and European Frameworks for Human Rights

Students will be introduced to the United Nations human rights system, the Council of Europe human rights mechanisms (including the European Convention on Human Rights), and the European Union human rights and equality framework. The module is essentially concerned with the international legal framework within which Irish laws and policies sit.

Human Rights and Equality in the Irish Legal System

The main aim of this module is to introduce students to the protections around human rights and equality provided by the Constitution of Ireland and to the very considerable body of legislation and case law that has developed in Ireland, particularly in recent years.

Human Rights and Equality in Public Management

This module will give students the knowledge, resources, and skills they need to apply what they have learned about human rights and equality to their working lives and to their organisations. It will use case studies from different sectors to provide guidance on the human rights and equality issues that regularly arise in the working lives of public servants and those charged with managing and delivering public services of all sorts.

ASSESSMENT

Assessment involves assignments given over the course of the year and final examinations.

THE PROGRAMME

The Professional Diploma in Human Rights and Equality is a one-year, part-time programme that has been developed in conjunction with the Irish Human Rights and Equality Commission. It seeks to give public servants and others a better understanding of the place that human rights and equality occupy in public management and administration. The responsibility to devise policy, deliver services, and follow processes that protect human rights and further equality has become explicit since the introduction, via legislation, of the new public sector duty in this area. This programme provides instruction in the most relevant laws and in their implications for the civil and wider public service.

IS THIS PROGRAMME FOR YOU?

Yes, if you know you would benefit from a comprehensive education in how human rights and equality influence contemporary public policy and service delivery. Students will come from all parts of the wider public service and beyond and will work at various grades. They will all be keen to

DIPLOMA IN MANAGEMENT (PM19)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekend seminars at the IPA in Dublin.

DURATION: One academic year (September to April).

PLACE ON THE NFQ: Level 7 (Special Purpose Award).

ACCREDITATION: UCD.

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEE: The cost of the programme is €2,750 per annum (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Students who successfully complete this programme can enter the second year of the BA (Hons) programme on completion of a bridging programme.

THE PROGRAMME

The Diploma in Management is a one-year, part-time programme that explores key subjects in modern management theory and practice. It seeks to equip both those currently working in management and those who hope to obtain management positions with the requisite skills to make a valuable contribution to the strategic direction of their organisation and to advance their own career. Suitable for both those working in the public and private sectors, the Diploma addresses four key management subjects:

- Principles of Management
- Human Resource Management
- Financial Management
- Strategic Management

IS THIS PROGRAMME FOR YOU?

This one-year programme will be of real interest to those who have some management responsibilities or are eager to obtain the skills and qualifications that management positions require. The delivery method (weekend seminars and self-directed study) may be an important factor in your decision, as it allows you to study at a time and place of your own choosing.

SUBJECTS

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety issues, employment legislation and strategic management.

Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those with no background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both the public and private sector. Among the topics addressed are the history of strategic management in the Irish public sector, why strategic management is seen as critical and the tools of strategic management.

ASSESSMENT

Students are assessed by means of assignments and final examinations.

HEALTHCARE MANAGEMENT PROGRAMMES

2016-2017



WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT

*"I have always recommended the
IPA to other colleagues who wish to
obtain relevant qualifications within
healthcare management." **

* Taken from IPA student survey 2014-2015



BACHELOR OF ARTS (HONS) - HEALTHCARE MANAGEMENT (HM1)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the MA (Healthcare Management) or other graduate programmes.

THE PROGRAMME

This four-year, part-time programme combines study of subjects critical to contemporary public management in all sectors with subjects particular to healthcare management. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge about health administration, health planning and healthcare in other countries. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level. If students do not wish to take all the subjects in one year, they can study just some of them and take the programme on a phased basis.

IS THIS PROGRAMME FOR YOU?

This degree will be of real value to those working in health administration at a national or regional level in health or hospital services. As they will take a mix of common and stream subjects, potential students will be interested in placing healthcare management in a broad economic, legal and organisational context.

SUBJECTS

YEAR ONE - CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and part of the four year degree programme. See also p. 16.

Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and monopolies and competition.

Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and the second stage of the four-year degree programme. See also p. 18.

Health Administration

This course offers an overview of how Irish health services are structured and delivered and analyses key current issues in healthcare administration in Ireland. It analyses the roles of key stakeholders, important developments in acute care, primary care, and services for key care groups as well as issues relating to professional regulation and the contribution of voluntary organisations.

Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

Social Policy

This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

YEAR THREE

Epidemiology and Health Planning

This course is in two parts. The first, Epidemiology, deals with the incidence, distribution, and control of diseases. It examines trends in public health, how health is measured, and the interpretation of health data. The second part, Health Planning, focuses on planning in the health sector, including the planning process, the application of planning principles and the contribution of key strategy documents.

Economics

This year's course focuses on public sector economics, a field that is plainly critical to public servants at various grades. The topics addressed include economic growth, forecasting and

planning, the finances of central and local government and the principles of taxation.

Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping and the measurement of profits.

Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It explains how public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

YEAR FOUR

Health Economics

This course considers the economics of healthcare provision. It explores such topics as the nature of the healthcare market, how health insurance affects the cost of healthcare and public and private provision of healthcare.

Comparative Healthcare

This course examines international trends in healthcare policy, explores healthcare policies and priorities in other OECD countries and policy trends in the EU, compares Irish and international policies and examines the possible relevance of reforms elsewhere for the Irish system.

Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

Public Policy-Making

This course is concerned policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

ASSESSMENT

Students complete assignments and take examinations.

DIPLOMA IN HEALTHCARE MANAGEMENT (HM2)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday workshops at the IPA in Dublin and regionally where demand warrants this.

ENTRY REQUIREMENTS:

Students should be in a supervisory/managerial role.

DURATION: Two academic years (18 months).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: €1,900 per annum (includes all matriculation and examination fees and is payable in two instalments).

See p. 83 for more details.

PROGRESSION: Students with a Diploma in Healthcare Management will be admitted to the third year of the Bachelor of Arts (Hons) (Healthcare Management) on completion of a bridging programme.

THE PROGRAMME

The Diploma in Healthcare Management will equip students with the appropriate knowledge and personal skills to enable them to contribute effectively to the management of health services and the planning and attainment of goals and objectives.

IS THIS PROGRAMME FOR YOU?

The programme will be of interest both to those who have recently moved into management roles in the health sector and to existing managers who wish to formalise and develop their management skills in the healthcare context. Working in a management role is an essential element of this course, as assessment relates directly to your job role.

PROGRAMME CONTENT

The programme is delivered over four modules including:

- The Management Process
- Managing Resources
- Health Policy and Planning
- Human Resource Management

DELIVERY

This is an 18-month programme that will commence in October. The programme is delivered through a combination of distance learning, attendance at short workshops and action learning. Students will receive comprehensive course material and associated reading lists as part of a distance learning pack. The distance learning materials are designed to cover core principles of managing the health sector. The workshops develop specific management skills and allow inputs from practitioners and healthcare experts. The action learning helps students apply this knowledge and skills in their own work environment.

ASSESSMENT

There are four elements of assessment for this programme:

- An individual written assignment at the end of each module
- Continuous Assessment through discussion, class presentations, modules completed on schedule
- Action learning project as part of a team
- Review by examination at the end of each of the four subject areas

DIPLOMA IN HEALTH ECONOMICS

CME/CPD APPROVED (HM3)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by weekend seminars at the IPA.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 7 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €1,990 per annum (includes all matriculation and examination fees), payable in two instalments. See p. 83 for more details.

PROGRESSION: Graduates can enter the second year of the BA (Hons) on completion of a bridging programme.

THE PROGRAMME

The Diploma in Health Economics – *the first course of its kind in Ireland* – is a one-year, part-time programme that examines the economics of healthcare provision. There is a palpable need for those interested in healthcare in Ireland to understand the economic rationale behind the allocation of resources in this vital sector. To meet this need, the Diploma explores the fundamentals of economics, the distinctive features of healthcare economics and the different mechanisms for evaluating spending on healthcare.

Expressly designed for those who want to obtain a nationally recognised qualification while remaining in work, the Diploma is delivered through a blend of distance education and weekend seminars at the IPA in Dublin. Alongside course material, students receive all the essential textbooks.

IS THIS PROGRAMME FOR YOU?

How to provide good-quality healthcare in the most efficient manner remains a source of contentious debate around the world. This programme will be of great benefit to anyone working in healthcare provision in Ireland. No prior knowledge of economics is presumed.

Students of this programme are very often:

- Front-line medical staff
- Employees of pharmaceutical companies
- Healthcare administrators from the public and private sectors

SUBJECTS

The Fundamentals of Applied Economics

This module seeks to develop students' knowledge and understanding of the central principles of applied economics. Equipped with this knowledge, students will be able to properly comprehend the policy choices available in the allocation of resources to healthcare. Among the topics addressed are supply and demand, the role of the market, consumer behaviour, competition and generating profit.

Health Economics

This module builds on the knowledge that students gained in Module 1 by examining the distinctive features of healthcare economics. Students will learn about the particular economic issues that are integral to this sector. Among the topics addressed are the demand for healthcare, how healthcare is paid for, the role of insurers, the regulation of healthcare professionals and public vs. private provision of healthcare.

An Introduction to Healthcare Evaluation Techniques

This module addresses the efficiency and effectiveness of healthcare interventions. Students will address the techniques that have been advanced to evaluate healthcare spending. Among the topics addressed are how to measure effectiveness in healthcare, cost-benefit analysis, cost of illness studies and cost minimisation analysis.

CERTIFICATE IN HEALTH SERVICES (HM4)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by weekday seminars at the IPA in Dublin.

DURATION: 5 workshop days over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: €1,200 (includes all matriculation and examination fees), payable in two instalments. See p.83 for more details.

PROGRESSION: Students can continue their studies with the Diploma in Health Services Policy.

Past students have included staff of all disciplines working in the Irish health service: medical and administrative staff, allied health professionals, nursing grades and others working within the sector.

PROGRAMME CONTENT

This Certificate is delivered on a modular basis and covers the following topics:

- Introduction to Health, which includes an exploration of the current health of the nation and historical development of the Irish health system
- Irish Health Strategy and Structures, which includes the examination of health strategies to date, legislation underpinning the health services and the reform programme
- Health Service Delivery, which includes development of acute care services and current issues in that sector, development of primary care services and current issues and services for care groups
- The Department of the Health, the HSE, and other stakeholders, which includes a description of the current roles and structures of the Department and the HSE and other voluntary and statutory agencies involved in health service delivery.

THE PROGRAMME

This programme offers students a comprehensive overview of the Irish health service, health and related legislation and the current service issues affecting the key programmes and care groups. Students can expect to obtain up to date knowledge and a practical understanding of the health service, at national and local levels, which will contribute to their effectiveness and performance in the work environment.

IS THIS PROGRAMME FOR YOU?

This Certificate is ideally suited to:

- Those working in the health service who need to broaden their understanding of various aspects of the service and recent changes
- Staff from other health systems who need to understand how the Irish health system is structured and how it works
- Those working for agencies with links to the health service (e.g. voluntary agencies, personal and social services) and who wish to familiarise themselves with the health system

DELIVERY

The Certificate is delivered in a distance learning format and will require attendance at a half day introductory session and five one-day intensive workshops. Students will receive comprehensive course material and associated reading lists as part of a distance learning pack. Workshops are designed to support students and to deepen their knowledge and understanding of the course material. This material is updated annually and incorporates all aspects of health services legislation and practice. Workshops are delivered by experienced practitioners.

ASSESSMENT

Assessment is continuous throughout the programme and consists of four assignments and two examinations.

DIPLOMA IN HEALTH SERVICES POLICY (HM5)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday workshops at the IPA in Dublin.

DURATION: 7 workshop days over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: €1,500 (includes all matriculation and examination fees), payable in two instalments. See p.83 for more details.

PROGRESSION: Participants who successfully complete the Diploma programme may advance to year 3 of the BA (Hons) (Healthcare Management) on completion of a bridging course.

THE PROGRAMME

This programme has been designed as a development of and a follow-up to the Certificate in Health Services. Students must have successfully completed the Certificate programme before gaining entry onto this Diploma. The Diploma is designed to amplify and build on the foundation coverage of health services and policy provided in the Certificate programme. The course is intended to constitute an important step in the career development path of healthcare staff who are working in the context of the current reform process in the Irish health services.

IS THIS PROGRAMME FOR YOU?

This Diploma is ideally suited to:

- Staff of all disciplines who have successfully completed the Institute's Certificate in Health Services
- Those who wish to develop their understanding of health care policy and of the links between policy and practice
- Those who wish to pursue further an academic pathway in the study of healthcare management

PROGRAMME CONTENT

The Diploma is delivered on a modular basis and will cover the following topics:

- Introduction to Health Policy
- Health Policy Priorities in the Irish System
- Acute Care Policy and Practice
- Primary Care Policy and Practice
- Service Development
- Quality in Healthcare
- Health Funding and Evaluation

DELIVERY

The Diploma is delivered in a distance learning format and will require attendance at six one-day intensive workshops and a one-day compulsory seminar. Students will receive comprehensive course material and associated reading lists as part of a distance learning pack. Workshops are designed to support students and to deepen their knowledge and understanding of the course material. This material is updated annually and incorporates all aspects of Health Services legislation and practice. Workshops are delivered by experienced practitioners and are offered at the IPA in Dublin.

ASSESSMENT

Assessment is continuous throughout the programme and consists of four assignments and two examinations.

HUMAN RESOURCE MANAGEMENT PROGRAMMES

2016-2017



WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT

*"It's been a journey, but one I would recommend to anyone who is considering improving their educational abilities. I would highly recommend the IPA." **

IPA
INSTITUTE OF PUBLIC
ADMINISTRATION



BACHELOR OF ARTS (HONS) - HUMAN RESOURCE MANAGEMENT (HRM1)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One** - Certificate in Public Management.
- **Year Two** - Diploma in Public Management.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to an MA (HRM) or other graduate programmes.

THE PROGRAMME

This four-year, part-time programme combines study of subjects critical to contemporary public management in all sectors with subjects particular to HRM. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge of, among other things, performance measurement, employee relations and leadership. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level. As with the other degree programmes, students who do not wish to take all the subjects in one year can take the programme on a phased basis.

IS THIS PROGRAMME FOR YOU?

HRM is of course at the heart of modern organisational life and this honours degree attracts students from:

- The wider public sector
- The private sector
- State-sponsored bodies
- The voluntary sector

You may well work, or aspire to work, in the HR function, but the degree is also very suitable for those who want to have a management or supervisory role over the course of their career.

SUBJECTS

YEAR ONE - CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and part of the four-year degree programme. See also p. 16.

Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration.

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

YEAR TWO - DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and part of the four-year degree programme. See also p. 18.

Organisational Behaviour

Human behaviour is the critical element in organisational success. This course explores the theories that have developed about how people behave in an organisational setting and how management can respond to those behaviours. It considers such topics as motivation, leadership, group behaviour and organisational culture.

Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

European Studies

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

YEAR THREE

Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management.

Employee Resourcing, Development and Performance Management

A key requirement of the HRM function in any organisation is to obtain suitable employees and to develop their skills and knowledge. This course examines the elements of this requirement, including recruitment and selection.

Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

Economics

This year's course focuses on public sector economics, a field within the discipline that is plainly critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

YEAR FOUR

Human Resource Leadership and Strategy

The evolving nature of the modern organisation requires clear leadership to determine objectives and a clear HR strategy to secure those objectives. This course examines, among other things, leadership theories, HR strategies in a globalised world, the strategic management of human capital and HR strategy in the public sector.

Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

ASSESSMENT

Assessment is based on assignments and examinations.

DIPLOMA IN HUMAN RESOURCE MANAGEMENT (HRM2)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by weekend seminars.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 7 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,750 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can enter the second year of the BA (Hons) on successful completion of a bridging programme.

THE PROGRAMME

The Diploma in Human Resource Management (HRM) explains how organisations effectively manage people. It does this by analysing the aims of the HRM function and by detailing its key features. A one-year part-time programme, it is suitable for those who have no prior knowledge of HRM but are keen to understand the principles, laws and practices that determine the management of staff in the modern workplace.

IS THIS PROGRAMME FOR YOU?

Yes, if you would like a solid grounding and accredited qualification in the fundamentals of HRM in just one year. The flexible delivery method will particularly appeal to those who, perhaps due to work or domestic commitments, would prefer to study at a time and place of their choosing. The Diploma appeals to those interested in careers in the public and the private sector, exploring ideas and practices common to both.

SUBJECTS

Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management

Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

Employee Resourcing, Development and Performance Management

A key requirement of the HRM function in any organisation is to obtain suitable employees and to develop their skills and knowledge. This course examines the elements of this requirement, including recruitment and selection, selection interviewing and tests and the principles and processes of performance management.

Human Resource Leadership and Strategy

The evolving nature of the modern organisation requires clear leadership to determine objectives and a clear HR strategy to secure those objectives. This course examines, among other things, leadership theories, HR strategies in a globalised world, the strategic management of human capital and HR strategy in the public sector.

DELIVERY

Students study through distance education and attend weekend seminars at the IPA campus in Dublin or, subject to numbers, at selected regional centres. They receive course material and all the essential textbooks.

ASSESSMENT

Students complete assignments over the course of the year and sit examinations in all four subjects.



“

I found my degree course to be an enjoyable experience. The qualification has given me added confidence in my work and I frequently find myself using the ideas and models from the different subjects I studied.

Michael Cosgrove, IPA Graduate

”



“

While studying for my qualification, I found the personalised approach and the support provided by the IPA really helped me to achieve my full potential.

Niamh Holden, IPA Graduate

”

LOCAL GOVERNMENT PROGRAMMES

2016-2017



WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT

*"I have truly enjoyed my time with the IPA and have learned a great deal about myself and my learning ability, while at the same time securing good marks." **

* Taken from IPA student survey 2014-2015



BACHELOR OF ARTS (HONS) - LOCAL GOVERNMENT (LG1)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One** - Certificate in Public Management.
- **Year Two** - Diploma in Public Management.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the MA (Local Government Management) or other graduate programmes.

THE PROGRAMME

The BA (Hons) – Local Government is a four-year, part-time programme that combines study of subjects critical to contemporary public management with subjects particular to local government. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge about such matters as the powers of local authorities, local government finance and local government systems outside Ireland. This degree programme includes two interim awards – at Certificate and Diploma level.

IS THIS PROGRAMME FOR YOU?

This honours degree often attracts staff from local authorities who want to obtain a third-level qualification while remaining in full-time employment. As students take a mix of common subjects and subjects specific to local government, they are able to understand the issues facing local authorities in relation to broader economic and management theories and practices.

SUBJECTS

YEAR ONE - CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and part of the four-year degree programme. See also p. 16.

Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and monopolies and competition.

Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and part of the four-year degree programme. See also p. 18.

Local Government

Students will explore the legislation, policy frameworks, and key issues in the main services that local authorities are mandated to deliver. Attention is paid to, among other service areas, roads, planning, housing and environmental services.

Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

European Studies

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

YEAR THREE

Local Government and Finance

This course covers a number of key themes in local government reform and explains how local authorities obtain the funds necessary for their operation. It considers, among other things, some of the newer roles of local authorities working with others at local level. On the financial side, the course considers efficiency reforms, the growth of grants, funding options and the capital expenditure of local authorities.

Economics

This year's course focuses on public sector economics, a field critical to public servants at various grades. The topics addressed include economic growth, forecasting and

planning, the finances of central and local government and the preparation of budgets.

Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. It is designed for those with no background in accounting.

Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. Students of this course will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

YEAR FOUR

Comparative Local Government

This course compares the system of local government that pertains in Ireland with that in other countries. Using both a thematic approach and case studies of specific examples from abroad, it provides a comparative analysis of such key issues as local government finance, duties, citizen participation, and leadership.

Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both the public and private sector.

Public Policy-Making

This course is concerned with policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

ASSESSMENT

Students submit assignments and sit examinations.

CERTIFICATE IN LOCAL GOVERNMENT STUDIES (LG2)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday tutorials at the IPA in Dublin and regionally where demand warrants this. Regional locations are not available until after the closing date for applications.

DURATION: Four tutorial days over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: July 15, 2016

FEES: €730 (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Many of our graduates have successfully continued their studies with the Diploma in Local Government Studies. On completion of that programme, they can, after a bridging course, enter stage three of the IPA's Bachelor of Arts (Hons) (Local Government).

THE PROGRAMME

The Certificate in Local Government Studies provides participants with a grounding in the principal areas of legislation and practice in local government and with the core knowledge and understanding to enable them to work effectively within their role and operational area.

IS THIS PROGRAMME FOR YOU?

This Certificate is ideally suited to:

- Staff of all disciplines (technical, administrative, indoor and outdoor) working in the local government system
- Those working for some time in local government who feel they need to broaden their understanding of an ever changing and dynamic local government system
- Those working in agencies that have links with Irish local government

PROGRAMME CONTENT

The Certificate covers the following key Local Government topics:

MODULE ONE

- History and Development of Irish System
- Why Local Government?
- Programme Group 2: Roads
- Programme Group 5: Environmental Protection

MODULE TWO

- Programme Group 3: Water Services
- Local Government Finance
- Reform of Local Government
- Programme Group 6: Recreation and Amenity
- Programme Group 7: Agriculture, Education, Health and Welfare
- Programme Group 8: Miscellaneous Services

MODULE THREE

- Local Elections and Proportional Representation
- Role of Manager
- Role of Elected Members
- Procedures of Council Meetings
- Programme Group 1: Housing

MODULE FOUR

- Programme Group 4: Planning and Development
- Human Resources
- Local Government and Social Exclusion

DELIVERY

The Certificate requires student participation through attendance at four one-day intensive tutorials. Students will receive a learning pack comprising a specially developed distance learning text and associated reading lists. Tutorials are designed to support students and to deepen their knowledge and understanding of the course material. The course material incorporates all key aspects of local government legislation and practice. Tutorials are delivered by experienced practitioners and are offered at the IPA in Dublin and on a regional basis where demand warrants this.

ASSESSMENT

Assessment is continuous throughout the programme and consists of four project assignments and examination.



DIPLOMA IN LOCAL GOVERNMENT STUDIES (LG3)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday tutorials at the IPA in Dublin and regionally where demand warrants this. Regional locations are not available until after the closing date for applications.

DURATION: Four tutorial days and one seminar day over one academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: July 15, 2016

FEES: €840 (including all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Participants who successfully complete the Diploma programme may advance to year 3 of the Local Government stream of the IPA's Bachelor of Arts (Hons) degree, on completion of a bridging course.

THE PROGRAMME

The Diploma in Local Government Studies provides a more in-depth and analytical treatment of the main local authority services. It is also designed to amplify and build on the foundation coverage of legislation provided by the Certificate. Both programmes are intended to be an important step in the career development path of local authority staff and to provide material of relevance to enhance the competence of individuals in their career path.

IS THIS PROGRAMME FOR YOU?

This Diploma is ideally suited to:

- Staff of all disciplines who have successfully completed the Certificate in Local Government Studies (accredited by UCD/NUI)
- Graduates of the IPA Certificate in Local Government Studies
- Graduates of the IPA Higher Certificate in Local Government Studies

PROGRAMME CONTENT

MODULE ONE

- **The Housing Function**
- **Local Government Reform**

MODULE TWO

- **Water Services**
- **Environmental Services**

MODULE THREE

- **The Roads Function**
- **Local Government Finance**

MODULE FOUR

- **Human Resources**
- **Planning and Development**

There will also be a compulsory one-day seminar which will be concerned with developing the themes of inter-functional and authority-wide issues. It will provide an opportunity for participants to discuss topical areas of direct interest to their jobs. Topics covered include comparative local government, EU and local government, local government and economic and social and cultural development.



DELIVERY

The Diploma requires student participation through attendance at four one-day intensive tutorials and a one-day compulsory seminar. Students will receive a learning pack comprising a specially developed distance learning text and associated reading lists. The tutorials are designed to support students and to deepen their knowledge and understanding of the course text. The course material incorporates all key aspects of local government legislation and practice. Tutorials are delivered by experienced practitioners on a regional basis where demand warrants this. Regional venues around the country are selected to suit the range of participants.

ASSESSMENT

Assessment is continuous throughout the programme and consists of four project assignments and examination.



PROFESSIONAL DIPLOMA IN HOUSING STUDIES (LG4)

KEY FACTS:

DELIVERY METHOD:

Distance Learning supported by attendance at weekday seminars/workshops at the IPA in Dublin.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: €1,250 (including all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

THE PROGRAMME

The Professional Diploma in Housing Studies—the first course of its kind in Ireland—has been developed to provide an in-depth and analytical treatment of social and supported housing. Housing studies is a field of immense importance in Ireland and elsewhere. The provision of social and affordable housing and of different types of housing supports and rental assistance are key parts of the modern welfare state. Such provision is complex, however, and affected by economic and social considerations, legislation, and broader policy frameworks. It is vitally important that those interested in housing studies—whether they work in local authorities, government departments, the voluntary and advocacy sectors, relevant state bodies or elsewhere—have expertise in the prevailing theories, the recurring issues and the contentious problems that define the contemporary housing studies field in Ireland and abroad. This professional qualification, which can be taken from anywhere in the country, will furnish participants with that expertise.

IS THIS PROGRAMME FOR YOU?

The programme has a very broad appeal. Participants may have a personal interest in housing studies or may have professional responsibilities that would be well served by a discrete qualification in this area. Those with a professional interest in housing often work in local government, in the civil service, in state or voluntary bodies or in advocacy organisations especially concerned with the provision and management of housing services. Whether they work in management, administrative or technical positions, this professional diploma will meet their needs by providing a comprehensive introduction to housing studies in Ireland.

PROGRAMME CONTENT

This Professional Diploma covers the following topics:

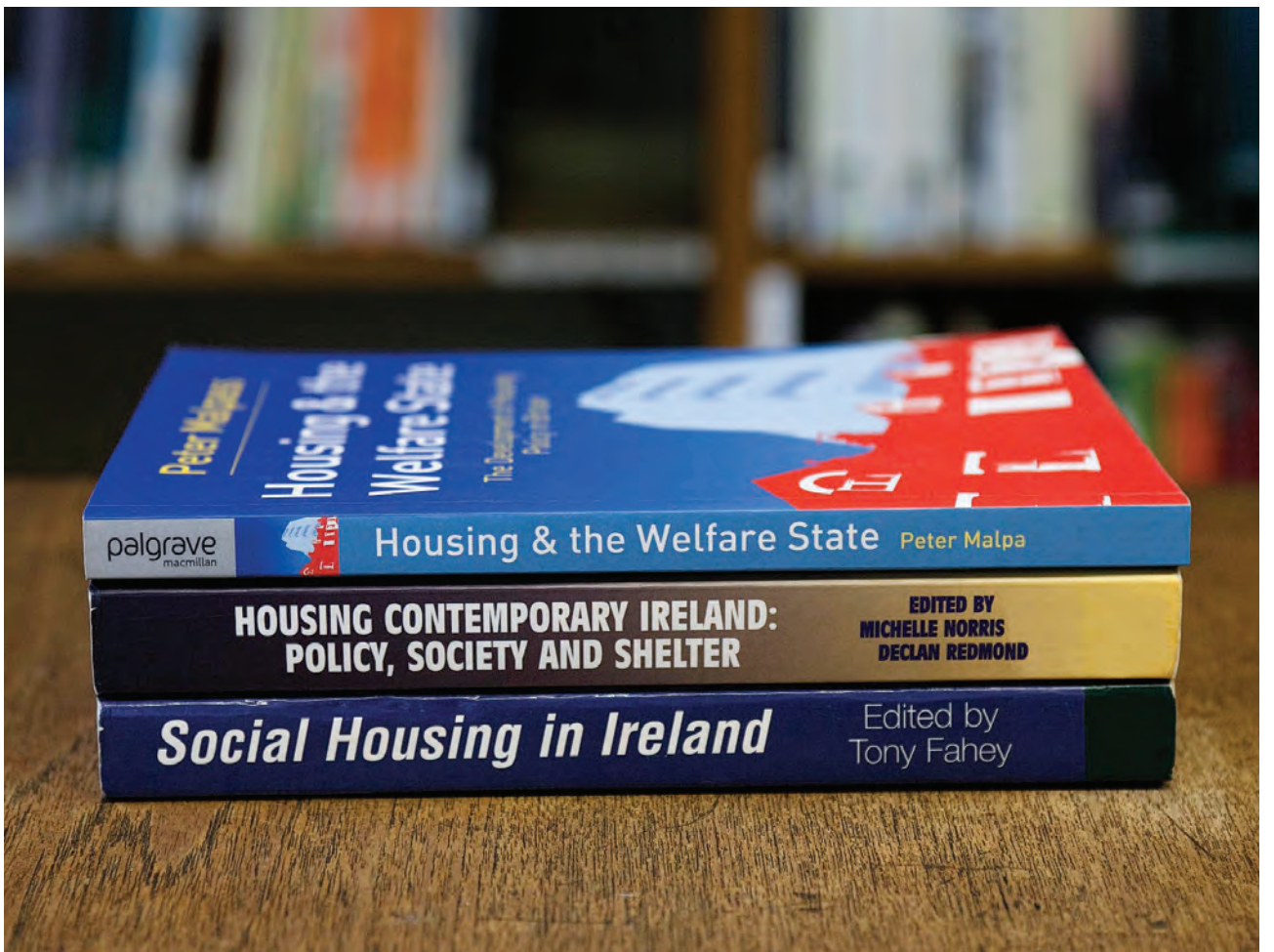
- The Housing Market: affordable housing, public housing and rental assistance
- Issues for the Welfare State: social protection and the provision of housing services
- Housing policy in Ireland in a comparative context
- Public Policy Making: from social problems to housing outputs and socio-economic outcomes
- Housing Acts 1966 - 2009: the regulatory framework for housing in Ireland
- The provision of social housing support in Ireland: the roles of public, private and voluntary sectors
- The future direction of housing policy

DELIVERY

This one year programme will commence in September and ends with examinations in April. It will require student participation through attendance at several one-day intensive tutorials. Students will receive a learning pack comprising a specially developed manual and associated reading lists. Tutorials are designed to support students and to deepen their knowledge and understanding of the course material. Tutorials are delivered by housing studies experts and take place at the IPA's campus in Dublin 4.

ASSESSMENT

Assessment is based on a combination of continuous assessment, assignments and end-of-year exams.



BUSINESS STUDIES PROGRAMMES

2016-2017



WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT

*"The IPA staff and lecturers were more than accommodating during the period I studied for my degree ... on occasion, they "went that extra mile", which meant everything during some particularly demanding periods." **

* Taken from IPA student survey 2014-2015



BACHELOR OF BUSINESS STUDIES (HONS) - ACCOUNTING (BS1)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One** - Certificate in Business Studies.
- **Year Two** - Diploma in Business Studies.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,980 per annum (includes all matriculation and examination fees), payable in one or two instalments. Students studying at an Institute of Technology pay their first instalment to that Institute. See p. 83 for more details.

PROGRESSION: Students can progress to the MSc in Business and Management and other graduate programmes.

THE PROGRAMME

The BBS (Hons) (Accounting) is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on accounting principles and techniques. It includes two interim awards – at Certificate and Diploma level.

IS THIS PROGRAMME FOR YOU?

This honours degree attracts students who want to analyse and critique business issues and obtain the specific skills required for standard accounting procedures. Graduates can apply for substantial exemptions from the examinations of a number of professional accounting bodies:

- Chartered Institute of Management Accountants (CIMA)
- Association of Chartered Certified Accountants (ACCA)
- Chartered Institute of Public Finance and Accountancy (CIPFA)
- Institute of Certified Public Accountants in Ireland (CPA)

SUBJECTS

YEAR ONE - CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification – Certificate in Business Studies – and part of the four-year degree programme. See also p. 68.

Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems, the purpose of accounting records, the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines one especially vital business function: marketing. It covers, among other things, financial and administrative controls, best practice in day-to-day operations and marketing strategies.

YEAR TWO -

DIPLOMA IN BUSINESS STUDIES (ACCOUNTING)

The second year is both a stand-alone qualification – Diploma in Business Studies – and the second stage of the BBS (Hons) degree. See also p. 70.

Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

Financial Accounting

This course examines the core elements of financial accounting, a branch of accounting that prepares financial statements for interested parties outside the organisation. Students examine the financial accounts of limited companies, tangible and intangible assets, taxation, cash flow, post-balance sheet events and earnings per share.

Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

Business and Company Law

All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

YEAR THREE

Financial Accounting

This course extends student's understanding of the principles and methods in the preparation of accounts, covering such topics as company accounting, consolidated accounts, the interpretation of accounts and company reorganisations.

Management Accounting

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

Financial Management

This course explores the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

Enterprise and Project Management

This course addresses enterprise and the management of business relationships. Among the specific topics covered are the enterprise cycle, branding, the stages of project management and the e-commerce infrastructure.

YEAR FOUR

Auditing

This course provides a comprehensive explanation of what a financial audit is. It examines the different types of audit, the planning that precedes an audit, the substantive testing an auditor undertakes, the stages in the completion of an audit and the principles of corporate governance.

Business Policy

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives.

Management Accounting Applications and Control

This course applies quantitative methods to accounting principles and processes. It explores, among other topics, the integration of cost data in management, how to establish operational variances, linear programming and regression analysis.

Taxation

Any coherent analysis of an organisation's accounts must encompass taxation issues. This course explains tax law in Ireland, examining income tax, corporation tax, capital gains, stamp duty, VAT, capital acquisitions tax and capital gains tax.

ASSESSMENT

The programme is assessed by means of assignments and final examinations.

BACHELOR OF BUSINESS STUDIES (HONS) - HUMAN RESOURCE MANAGEMENT (BS2)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One** - Certificate in Business Studies.
- **Year Two** - Diploma in Business Studies.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,980 per annum (includes all matriculation and examination fees), payable in one or two instalments. Students studying at an Institute of Technology pay their first instalment to that Institute. See p. 83 for more details.

PROGRESSION: Students can progress to the MSc in Business and Management and other graduate programmes.

THE PROGRAMME

The BBS (Hons) (HRM) is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on Human Resource Management (HRM). It includes two interim awards - at Certificate and Diploma level.

IS THIS PROGRAMME FOR YOU?

This degree will be of great interest if you work, or would like to work, in the management and development of human resources and would also benefit from a detailed understanding of other key business functions, including accountancy and business policy.

SUBJECTS

YEAR ONE - CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification - Certificate in Business Studies - and part of the four-year degree programme. See also p. 68.

Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems, the purpose of accounting records, the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines one especially vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.

YEAR TWO – DIPLOMA IN BUSINESS STUDIES (HRM)

The second year is both a stand-alone qualification – Diploma in Business Studies – and the second stage of the BBS (Hons) degree. See also p. 70.

Organisational Behaviour

Organisations, despite having similar processes and business units, often behave in different ways. A key objective of HRM is to understand and direct organisational behaviour. This course discusses the relevant issues, including communication, organisational culture and group behaviour.

Business and Company Law

All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

YEAR THREE

Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management.

Employee Resourcing, Development and Performance Management

A key requirement of the HRM function in any organisation is to obtain suitable employees and to develop their skills and knowledge. This course examines the elements of this requirement, including recruitment and selection, selection interviewing and the principles of performance management.

Management Accounting

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

Financial Management

This course analyses the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

YEAR FOUR

Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

Human Resource Leadership and Strategy

The evolving nature of the modern organisation requires clear leadership to determine objectives and a clear HR strategy to secure those objectives. This course examines, among other things, leadership theories, HR strategies in a globalised world, the strategic management of human capital and HR strategy in the public sector.

Business Policy

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives.

Management Accounting Applications and Control

This course applies quantitative methods to accounting principles and processes. It explores, among other topics, the integration of cost data in management, how to establish operational variances, linear programming, and regression analysis.

ASSESSMENT

The programme is assessed by means of assignments and final examinations.

BACHELOR OF BUSINESS STUDIES (HONS) - MARKETING (BS3)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

INTERIM AWARDS:

- **Year One** – Certificate in Business Studies.
- **Year Two** – Diploma in Business Studies.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,980 per annum (includes all matriculation and examination fees), payable in one or two instalments. Students studying at an Institute of Technology pay their first instalment to that Institute. See p. 83 for more details.

PROGRESSION: Students can progress to the MSc in Business and Management and other graduate programmes.

THE PROGRAMME

The BBS (Hons) (Marketing) is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on the marketing function. It includes two interim awards – at Certificate and Diploma level.

IS THIS PROGRAMME FOR YOU?

Marketing is a key function in modern organisations; marketing plans and budgets occupy managers at all levels. A student of this honours degree is likely to want a broad business studies degree – one that includes HR and accounting subjects – and some advanced understanding of contemporary marketing theory. Graduates of this programme can apply for substantial exemptions from the examinations of the Marketing Institute of Ireland.

SUBJECTS

YEAR ONE – CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification – Certificate in Business Studies – and part of the four-year degree programme. See also p. 68.

Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems; the purpose of accounting records; and the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines one especially vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.

YEAR TWO -

DIPLOMA IN BUSINESS STUDIES (MARKETING)

The second year is both a stand-alone qualification – Diploma in Business Studies – and the second stage of the BBS (Hons) degree. See also p. 70.

Marketing Information Analysis

Marketing campaigns and strategies are dependent on comprehensive and accurate information about target markets. This course explores how useful marketing information is obtained and analysed.

Business and Company Law

All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

YEAR THREE

Marketing Communications

This course explores the theories and practices marketers use when formulating advertising and communication strategies. It addresses the different types of advertising, the nature of public relations, online and direct marketing and buyer behaviour.

Management Accounting

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

Financial Management

This course analyses the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

Enterprise and Project Management

This course explores enterprise and the management of business relationships. Among the specific topics covered are the enterprise cycle, branding, the stages of project management and the e-commerce infrastructure.

YEAR FOUR

Strategic Marketing and Planning

This course places the marketing material that students have studied up to this point in the context of strategy formulation and implementation. It examines a range of topics central to the contemporary marketing function, including marketing segmentation, branding, strategic pricing and supply chain management.

Business Policy

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives.

Management Accounting Applications and Control

This course applies quantitative methods to accounting principles and processes. It explores, among other topics, the integration of cost data in management, how to establish operational variances, linear programming and regression analysis.

Taxation

Any coherent analysis of an organisation's accounts must encompass taxation issues. This course explains tax law in Ireland, examining income tax, corporation tax, capital gains, stamp duty, VAT, capital acquisitions tax and capital gains tax.

ASSESSMENT

Students are assessed on the basis of assignments in each subject and final examinations.

CERTIFICATE IN BUSINESS STUDIES (BS4)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Minor Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,980 per annum (includes all matriculation and examination fees), payable in one or two instalments. Students studying at an Institute of Technology pay their first instalment to that Institute. See p. 83 for more details.

PROGRESSION: Students can progress to the second year of the Diploma in Business Studies or BBS (Hons).

THE PROGRAMME

The Certificate in Business Studies is a one-year, part-time programme that provides a systematic introduction to modern business theory and practice. Students take four subjects and address such crucial topics as accounting techniques, research and quantitative methods, the HRM function in modern organisations and marketing strategies.

The Certificate is both a stand-alone qualification and the first year of the four-year Bachelor of Business Studies (Hons) programme. Students who successfully complete this year can enter the second year of the BBS (Hons), where they will have the opportunity to obtain an interim diploma qualification and specialise in a field of particular relevance to them.

IS THIS PROGRAMME FOR YOU?

If you want to obtain a solid understanding of subjects at the core of business life, this one-year programme will most certainly meet your needs. While many students wish to develop a career in private sector industry (financial services, marketing, business management, etc), the subjects studied have such a wide application that the programme attracts a diverse student body.

SUBJECTS

Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems; the purpose of accounting records; and the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines one especially vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.

ASSESSMENT

The programme is assessed by means of assignments and final examinations.

“

While studying with the IPA, I found the staff to be very helpful and the lecturers very experienced. The business studies programme made a real contribution to my success in the CIMA examinations.

Alan Burke, IPA Graduate

”



DIPLOMA IN BUSINESS STUDIES (BS5)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Two academic years.

INTERIM AWARD: Certificate in Business Studies (Year 1).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6.

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,980 per annum (includes all matriculation and examination fees), payable in one or two instalments. Students studying at an IoT pay their first instalment to the IoT. See p. 83 for more details.

PROGRESSION: Students can progress to the relevant stream of the third year of the BBS (Hons).

THE PROGRAMME

This is a two-year, part-time programme that extends students' understanding of the subjects addressed in the Certificate year and allows them to take a subject in an area of particular relevance to them. Students take three common subjects: cost accounting, business and company law and economics and a fourth subject from a choice of four streams:

- Accounting
- Marketing
- Information Systems Management
- Human Resource Management

The Diploma is both a stand-alone qualification and the second year of the four-year Bachelor of Business Studies (Hons) programme. Students that successfully complete this year can enter the third year of the BBS (Hons).

IS THIS PROGRAMME FOR YOU?

The subjects covered in the Diploma have a wide application and the programme attracts students interested in careers in both the private and public sectors. It offers instruction in both core business competencies and in specific business functions, allowing students gain a solid understanding of the principles and practices that govern contemporary business life and to specialise in a specific stream.

SUBJECTS

YEAR ONE - CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification and the first stage in the Diploma and the BBS (Hons). See p.68 for more details.

YEAR TWO

Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

Business and Company Law

All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

STUDENTS CHOOSE A FOURTH SUBJECT FROM ONE OF THE FOLLOWING STREAMS:

Accounting

Financial Accounting: This course examines the core elements of financial accounting, a branch of accounting that prepares financial statements for interested parties outside the organisation. Students examine the financial accounts of limited companies, tangible and intangible assets, taxation, cash flow, post-balance sheet events and earnings per share.

Marketing

Marketing Information Analysis: Marketing campaigns and strategies are dependent on comprehensive and accurate information about target markets. This course explores how useful marketing information is obtained and analysed.

Information Systems Management

Information Systems Design and Development: This course explores the concepts and techniques of systems analysis and design, systems life cycle, data-flow diagrams, data modelling and rapid applications development.

Human Resource Management

Organisational Behaviour: Organisations, despite having similar processes and business units, often behave in different ways. A key objective of HRM is to understand and direct organisational behaviour. This course discusses the relevant issues, including communication, organisational culture and group behaviour.

ASSESSMENT

The programme is assessed by means of assignments and final examinations.



DIPLOMA IN MARKETING (BS6)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by weekend seminars at the IPA.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 7 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,750 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the second year of the BBS (Hons) – Marketing on completion of a bridging programme.

THE PROGRAMME

The Diploma in Marketing explains and analyses the components of effective marketing. A one-year, part-time programme, it focuses on the principles and techniques that contemporary marketers are expected to understand and apply. It will explain both the position of the marketing function in modern organisations – and how it relates to other parts of the organisation – and the theories and practices that marketers are expected to understand. It is suitable for those with no prior experience of this subject.



IS THIS PROGRAMME FOR YOU?

Yes, if you want to pursue, or continue, a career in marketing. The Diploma is also eminently suitable for anyone whose job involves some responsibility for marketing.

SUBJECTS

Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines one especially vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.

Marketing Information Analysis

Marketing campaigns and strategies are dependent on comprehensive and accurate information about target markets. This course explores how useful marketing information is obtained and analysed.

Marketing Communications

This course explores the theories and practices marketers use when formulating advertising and communication strategies. It addresses the different types of advertising, the nature of public relations, sales promotion, direct marketing and buyer behaviour.

Strategic Marketing and Planning

This course places the marketing material that students have studied up to this point in the context of strategy formulation and implementation. It examines a range of topics central to the contemporary marketing function, including marketing segmentation, branding, strategic pricing and supply chain management.

DELIVERY

The course is delivered through distance and weekend seminars at the IPA campus in Dublin. Students receive extensive course material and all the essential textbooks.

ASSESSMENT

Students complete assignments over the course of the year and sit examinations in all four subjects.

DIPLOMA IN FINANCIAL MANAGEMENT (BS7)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by weekend seminars.

DURATION: One academic year (September to April).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 7 (Special Purpose Award).

COMMENCES: September/October 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,750 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p. 83 for more details.

PROGRESSION: Students can progress to the second stage of the BBS (Hons) – Accounting on completion of a bridging programme.

THE PROGRAMME

Understanding how organisations, business units and departments manage their finances is plainly of critical importance to a successful career. Many people know that they would benefit from instruction in the key accounting principles and processes at the heart of organisational life. The Diploma in Financial Management is a one-year, part-time programme that gives students a solid grounding in these principles and processes. It seeks to give students confidence in core accounting techniques and in financial management.



IS THIS PROGRAMME FOR YOU?

This programme appeals to students who would like to be competent in the essential components of accountancy and finance. It will attract students who work, or would like to work, in financial services and business management.

SUBJECTS

Financial Accounting – Fundamentals

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems, the purpose of accounting records, and the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

Financial Accounting – Reporting

This course examines the financial statements prepared for interested parties outside the organisation. Students will address the financial accounts of limited companies, tangible and intangible assets, taxation, cash flow, post-balance sheet events and earnings per share.

Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those with no background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

DELIVERY

The programme is delivered through distance and weekend seminars at the IPA campus in Dublin. Students receive extensive course material and all the essential textbooks.

ASSESSMENT

Students complete assignments over the course of the year and sit examinations in all four subjects.

INFORMATION SYSTEMS/TECHNOLOGY PROGRAMMES

2016-2017



WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT

*"Overall, my experience of the course has been very positive. The lecturers were fantastic, and the library staff so helpful." **





BACHELOR OF BUSINESS STUDIES (HONS) - INFORMATION SYSTEMS MANAGEMENT (IS1)

KEY FACTS:

DELIVERY METHODS:

- Evening lectures at the IPA.
- Evening lectures at Limerick or Dundalk Institutes of Technology (**where numbers permit**).
- Distance education (plus complimentary regional tutorials where numbers permit) supported by weekend seminars at the IPA.

All delivery methods involve attendance at some weekend seminars at the IPA.

DURATION: Four years of part-time study.

INTERIM AWARDS:

- **Year One** - Certificate in Business Studies.
- **Year Two** - Diploma in Business Studies.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,980 per annum (includes all matriculation and examination fees), payable in one or two instalments. Students studying in an Institute of Technology pay their first instalment to the IoT and the second to the IPA. See p. 83 for more details.

PROGRESSION: Students can progress to graduate studies with the IPA.

THE PROGRAMME

The BBS (Hons) - Information Systems Management is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on how information systems are managed. It includes two interim awards - at Certificate and Diploma level.

IS THIS PROGRAMME FOR YOU?

The syllabus for this degree will appeal to those interested in the design, development and organisation of information systems and the human factors relevant to them. It also includes subjects that are at the heart of all business studies qualifications, including accounting and business policy.

SUBJECTS

YEAR ONE - CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification - Certificate in Business Studies - and part of the four-year degree programme. See p. 68.

Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems, the purpose of accounting records, the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines one especially vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.

YEAR TWO - DIPLOMA IN BUSINESS STUDIES

The second year is both a stand-alone qualification – Diploma in Business Studies – and part of the four-year degree programme. See also p. 70.

Information Systems Design and Development

This course explores the concepts and techniques of systems analysis and design, systems life cycle, data-flow diagrams, data modelling and rapid applications development.

Business and Company Law

All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

YEAR THREE

Managing the Software/Data Infrastructure

This is a technical management course that includes the study of database design and management, the integration of data types, security, human factors in software design, and industry trends.

Managing the Hardware Infrastructure

The aim of this course is to provide a sound understanding of hardware infrastructure management. It examines such topics as network planning, hardware configurations, protocols, design options, security and contingency measures and industry trends.

Management Accounting

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

Financial Management

This course analyses the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

YEAR FOUR

Information Systems (IS) Planning

This course examines the planning of IS, the inclusion of IS in broader business strategies, the economics of IS development and the role of IS in project management.

Human Factors in Information Systems

The human factors that affect the planning, introduction and management of IS systems are discussed in this course. Among the topics addressed are cognitive and behaviourist approaches to human interventions in IS, how change is managed and legal issues.

Organisation and Design of Information Systems

This course considers the implications for organisation and business process design of information systems, including the customer and business environment, business process re-engineering and organisation structure.

Business Policy

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives

ASSESSMENT

Students will submit assignments through the academic year and will sit final examinations.



BACHELOR OF ARTS (HONS) - INFORMATION TECHNOLOGY MANAGEMENT (IS2)

KEY FACTS:

DELIVERY METHOD:

Distance education supported by weekend seminars.

ENTRY REQUIREMENTS:

Applicants must have completed the Diploma in Computer Studies or equivalent qualification at level 6 (Major) on the NFQ.

DURATION: Two academic years.

ACCREDITATION: UCD.

PLACE ON NFQ: Level 8 (Major Award).

COMMENCES: September 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €2,820 per annum (includes all matriculation and examination fees), payable in one or two instalments. Students studying at an Institute of Technology pay their first instalment to the Institute of Technology. See p. 83 for more details.

PROGRESSION: Students can progress to graduate studies with the IPA.

THE PROGRAMME

This programme allows graduates of the Whitaker School's Diploma in Computer Studies or equivalent qualification to obtain an honours degree in IT management in two years. Students combine the study of economics and strategic and financial management with subjects specific to IT management.

IS THIS PROGRAMME FOR YOU?

If you have completed the Diploma in Computer Studies or equivalent qualification, this programme presents an ideal opportunity to obtain an honours degree in just two years and to acquire some expertise in other subjects central to public management.

SUBJECTS

YEAR ONE

Economics

This year's course focuses on public sector economics, a field that is plainly critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government, the principles of taxation, the preparation of budgets, borrowing and the national debt and income redistribution.

Managing the Software/Data Infrastructure

This is a technical management course that includes the study of database design and management, the integration of data types, security, human factors in software design, and industry trends.

Managing the Hardware Infrastructure

The aim of this course is to provide a sound understanding of hardware infrastructure management. It examines such topics as network planning, hardware configurations, protocols, design options, security and contingency measures and industry trends.

Financial Management

This course aims to provide students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

YEAR TWO

Information Systems (IS) Planning

This course examines the planning of IS, the inclusion of IS in broader business strategies, the economics of IS development and the role of IS in project management.

Human Factors in Information Systems

The human factors that affect the planning, introduction and management of IS systems are discussed in this course. Among the topics addressed are cognitive and behaviourist approaches to human interventions in IS, how change is managed and legal issues.



Economics

The study of economics in this year turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, the theory and practice of cost-benefit analysis and issues around financing and control.

Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

ASSESSMENT

The programme is assessed through assignments and final examinations.

DIPLOMA IN COMPUTER STUDIES (IS3)

KEY FACTS:

DELIVERY METHOD:

Distance learning supported by attendance at weekday tutorials at the IPA in Dublin.

DURATION: Two academic years.

INTERIM AWARDS: A+ Certificate, Systems Management, Certified Internet Webmaster (CIW).

ACCREDITATION: UCD.

PLACE ON NFQ: Level 6 (Special Purpose Award).

COMMENCES: October/November 2016.

APPLICATION DEADLINE: September 2016.

FEES: The cost of the programme is €1,950 in the first year and €2,995 in the second.

PROGRESSION: Students can progress to the final two stages of the BA (Hons) – IT Management and the BBS (Hons) – IS Management on completion of a bridging programme.

THE PROGRAMME

The Diploma in Computer Studies is a part-time programme of training and education leading to a professional qualification in Information Technology.

IS THIS PROGRAMME FOR YOU?

This programme is particularly suitable for both end users with a strong interest in Information Technology who would like to make a career in IT and those already working in IT who would like to extend their knowledge and convert their experience into a formal qualification.

PROGRAMME CONTENT

The subjects for each year of the Diploma are as follows:

YEAR ONE

- Foundations in Hardware and Software and Virtualization Technologies
- Introduction to Web Design

YEAR TWO

Project Management (compulsory) plus three from the following modules:

- Internet Technologies Part 2: Web Design Specialist
- Systems Development and Data Modeling
- Securing the Hardware and Software Environment Server Fundamentals

DELIVERY

The Diploma in Computer Studies is a part time programme that is delivered over two academic years. It is delivered through a combination of distance learning and classroom tuition. Classes typically run from 9:30am to 5:00pm on tutorial dates.

ACCREDITATION

In addition to the overall UCD Accreditation, the A+, Project Management, Systems Management and CIW Certificate are independently internationally accredited and are considered industry standard qualifications.

PROGRESSION

Graduates of the Diploma programme may progress to the final two stages of the Bachelor of Arts (Hons) IT programme or the BBS (Hons) IS Management programme on completion of a short course of bridging studies.

ASSESSMENT

Assessment is through a combination of on-line testing assignment, project work and examination.



ADMISSION REQUIREMENTS AND APPLICATIONS

APPLICANTS REQUIRE:

1. A Leaving Certificate with a minimum of grade C in two higher level papers and grade D in four other subjects. The papers passed must include Irish, English and a third language. Students applying for the BBS (Hons) must have passed the Mathematics paper.

OR

2. Students of mature years (students over 21 on January 1 of the calendar year of entry) may be matriculated by the IPA for the purpose of entering a course of study.

Special Case Applications

Prospective students who do not meet the requirements under paragraphs 1 and 2 above may qualify for admission by meeting other equivalent requirements. A Special Case Application Form can be requested from:

Dr Denis O' Brien

Registrar

Institute of Public Administration

57-61 Lansdowne Road

Dublin 4

Tel: +353 (01) 240 3600

Email: undergrad@ipa.ie

Subject Accumulation

In some programmes, students may enrol for one or more subjects each year until they complete the programme stage.

Exemptions

Graduates and those with other relevant awards, in particular university, HETAC and Institute of Technology awards, may apply for an exemption from a subject(s) or entire stage of certain IPA programmes. Only those who have studied relevant disciplines will be considered for exemptions.

Exemptions cannot be awarded in a one-year programme or at the award stage of longer programmes.

Application forms for exemptions are available from the IPA. They must be completed and returned no later than early October 2016. Applications must be accompanied by transcripts of results for each year of previous third-level studies.

DISTANCE EDUCATION AND STUDY AT

REGIONAL INSTITUTES OF TECHNOLOGY

Distance Education

Distance education students receive specially commissioned course material and all the essential textbooks. They also attend seminars and tutorials at the IPA in Dublin. Subject to numbers, extra tutorials may be offered, in certain programmes, at study centres around the country. These complimentary tutorials are for those distance education students attending **weekend** tutorials at the IPA (see the Key Facts section on the programme page). The enrolment form lists the study centres that **may** be available to distance students.

Lectures at a Regional Institute of Technology

Some business studies programmes are available through evening lectures at Limerick and Dundalk Institutes of Technology. Subject to numbers, these IoTs may mount evening lectures in certain subjects.

Applications

To apply for any undergraduate programme, please send the following to the IPA:

- A completed enrolment form (included at the end of this prospectus)
- A passport-type photograph (attach to enrolment form)
- A photocopy of your passport, birth certificate or driving licence
- A photocopy of your Leaving Certificate or relevant qualification (if you are under 21)
- The fee for the programme, or confirmation from your employer stating that fees will be paid and providing P.O. number (back of enrolment form)
- Students taking their programme through evening lectures at a regional Institute of Technology should enrol with the IPA **AND** with the relevant IoT

APPLICATIONS CANNOT BE PROCESSED UNLESS ALL RELEVANT DOCUMENTATION IS INCLUDED.

SEMESTER DATES AND FEES

PROGRAMME DATES - DEGREE PROGRAMMES ONLY

SEMESTERS

First Semester

Monday, September 12, 2016 – Tuesday, December 20, 2016.

Second Semester

Wednesday, January 4, 2017 – Tuesday, April 4, 2017.

EXAMINATIONS

Examinations for most programmes will take place in the period of 10-28 April, 2017. Some programmes, however, have examinations in December/January/March. Final dates for examinations will be given to students in course documentation on registration and will be available on www.ipa.ie.

LECTURES/SEMINARS/TUTORIALS

Timetables for lectures, seminars and tutorials depend on the programme taken and the delivery method available. The relevant timetable will be furnished to students in course documentation on registration and will be available on www.ipa.ie.



PAYING FEES

Fees are generally to be paid in one or two instalments.

The **first instalment** is due on or before **September 9, 2016**
The **second instalment** is due on or before **January 27, 2017**.

Some programmes are invoiced on completion of the first module.

Fees can be paid by:

- Debit/Credit Card
- Cheque (payable to Institute of Public Administration)
- Bank Draft

Studying at an Institute of Technology?

Those students taking their programme through evening lectures at a regional Institute of Technology pay the first instalment of their fee to the relevant Institute of Technology and the second to the IPA.

Employers and Fees

Where employers are paying fees directly to the IPA, students, when enrolling, must submit a letter from their training or HR officer confirming that fees will be paid directly. **Note: A letter stating that fees will be refunded to students at the end of the year will not suffice.**

Tax Relief on Fees

Students who pay their own fees are eligible under the 1996 Finance Act for tax relief at the standard rate, as the IPA is an appointed institution under the Act. Courses must be longer than one year in duration for students to qualify for tax relief.

TABLE OF FEES

PUBLIC MANAGEMENT PROGRAMMES	COST
BA (HONS) - PUBLIC MANAGEMENT	€2,820 per annum
BA (HONS) - LAW AND THE ADMINISTRATION OF JUSTICE	€2,820 per annum
BA (HONS) - MANAGEMENT	€2,820 per annum
CERTIFICATE IN PUBLIC MANAGEMENT	€2,820 per annum
DIPLOMA IN PUBLIC MANAGEMENT	€2,820 per annum
CERTIFICATE IN CIVIL SERVICE AND STATE AGENCY STUDIES	€950 per annum
DIPLOMA IN CIVIL SERVICE AND STATE AGENCY STUDIES	€990 per annum
PROFESSIONAL DIPLOMA IN PUBLIC SECTOR ACCOUNTING	€1,990 per annum
CERTIFICATE IN PUBLIC PROCUREMENT	€4,500 per annum
DIPLOMA IN PUBLIC PROCUREMENT	€4,500 per annum
PROFESSIONAL DIPLOMA IN OFFICIAL STATISTICS FOR POLICY EVALUATION	€1,450 per annum
CERTIFICATE IN PROJECT MANAGEMENT	€1,800 per annum
PROFESSIONAL DIPLOMA IN PROJECT MANAGEMENT	€2,700 per annum
PROFESSIONAL DIPLOMA IN MANAGEMENT DEVELOPMENT	€1,900 per annum
PROFESSIONAL DIPLOMA IN MANAGING CHANGE	€1,900 per annum
CERTIFICATE IN IRISH GOVERNMENT AND POLITICS	€950 per annum
DIPLOMA IN LAW	€2,750 per annum
PROFESSIONAL DIPLOMA IN HUMAN RIGHTS AND EQUALITY	€1,990 per annum
DIPLOMA IN MANAGEMENT	€2,750 per annum

HEALTHCARE MANAGEMENT PROGRAMMES	COST
BA (HONS) - HEALTHCARE MANAGEMENT	€2,820 per annum
DIPLOMA IN HEALTHCARE MANAGEMENT	€1,900 per annum
DIPLOMA IN HEALTH ECONOMICS	€1,990 per annum
DIPLOMA IN HEALTH SERVICES POLICY	€1,500 per annum
CERTIFICATE IN HEALTH SERVICES	€1,200 per annum

HUMAN RESOURCE MANAGEMENT PROGRAMMES	COST
BA (HONS) - HUMAN RESOURCE MANAGEMENT	€2,820 per annum
DIPLOMA IN HUMAN RESOURCE MANAGEMENT	€2,750 per annum

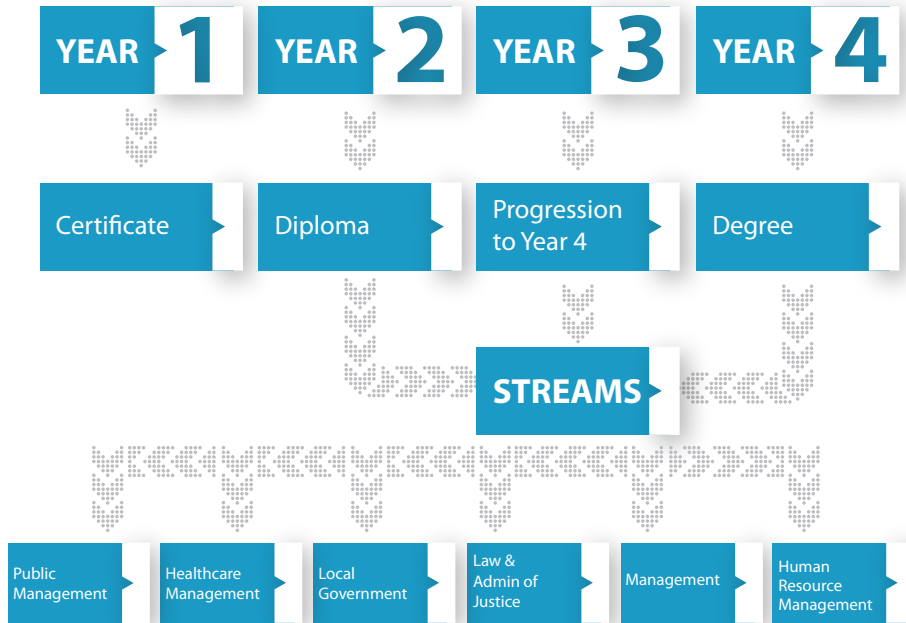


LOCAL GOVERNMENT PROGRAMMES	COST
BA (HONS) - LOCAL GOVERNMENT	€2,820 per annum
DIPLOMA IN LOCAL GOVERNMENT STUDIES	€840 per annum
CERTIFICATE IN LOCAL GOVERNMENT STUDIES	€730 per annum
PROFESSIONAL DIPLOMA IN HOUSING STUDIES	€1,250 per annum

BUSINESS STUDIES PROGRAMMES	COST
BBS (HONS) - ACCOUNTING	€2,980 per annum
BBS (HONS) - HUMAN RESOURCE MANAGEMENT	€2,980 per annum
BBS (HONS) - MARKETING	€2,980 per annum
CERTIFICATE IN BUSINESS STUDIES	€2,980 per annum
DIPLOMA IN BUSINESS STUDIES	€2,980 per annum
DIPLOMA IN MARKETING	€2,750 per annum
DIPLOMA IN FINANCIAL MANAGEMENT	€2,750 per annum

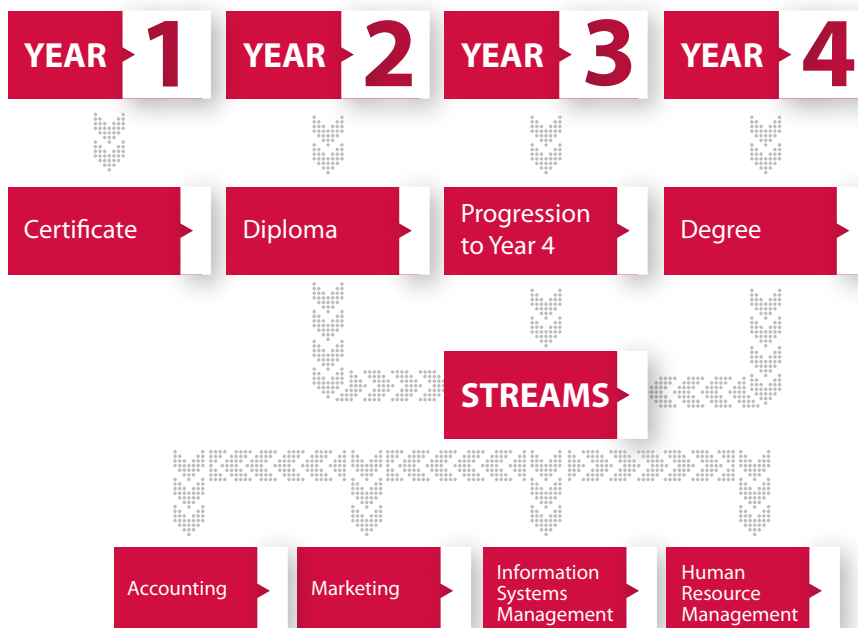
INFORMATION SYSTEMS (IS) / TECHNOLOGY (IT) PROGRAMMEST	COST
BBS (HONS) - IS MANAGEMENT	€2,980 per annum
BA (HONS) - IT MANAGEMENT	€2,820 per annum
DIPLOMA IN COMPUTER STUDIES	Year 1: €1,950 Year 2: €2,995

STRUCTURE OF THE BACHELOR OF ARTS (HONS) AND BACHELOR OF BUSINESS STUDIES (HONS) PROGRAMMES



BACHELOR OF ARTS (HONS)

Students take four subjects in each year of this programme. All students take the same four subjects in the first year. In the second year, they take some core subjects and some elective subjects that allow them to specialise in one of six streams: Public Management, Healthcare Management, Local Government, Law and the Administration of Justice, Management and Human Resource Management. Interim awards are given at the end of years one and two.



BACHELOR OF BUSINESS STUDIES (HONS)

Students take four subjects in each year of this programme. All students take the same four subjects in the first year. In the second year, they take some core subjects and some elective subjects that allow them to specialise in one of four streams: Accounting, Marketing, Information Systems Management and Human Resource Management. Interim awards are given at the end of years one and two.

ENROLMENT FORM 2016-2017

QUALIFICATIONS

Second-Level Education

Year in which you took your highest examination Country in which it was taken: _____

Please list the grades you achieved in the higher second-level exam, noting the level obtained: _____

Further Education/Third-Level Education (If Any)

Title, major subjects _____

Awarding Institution _____

PROGRAMME DELIVERY

ONLY TO BE COMPLETED BY:

- Certificate/Diploma in Public Management
- Certificate/Diploma in Business Studies
- Bachelor of Arts (Hons) (all streams)
- Bachelor of Business Studies (Hons) (all streams)

Which tuition method do you intend to use?

LECTURES AT IPA

LECTURES AT REGIONAL IoTs: Dundalk Limerick (subject to numbers)

DISTANCE EDUCATION Extra tutorials for distance education students may be offered at study centres (subject to numbers) Please tick the centre where you would attend such if provided (otherwise leave blank):

Live Centres

Castlebar Cavan Portlaoise North Cork Portlaoise Longford

Provisional Centres:

Kilkenny Galway Sligo Killarney Gorey

Have you been granted any EXEMPTIONS? Yes No

If Yes, do you wish to avail of them? Yes No

*If you are availing of exemptions, consult your exemption offer for conditions of acceptance. **Do not** forget to enclose a copy of the letter listing exempted subjects.*

Are you taking the programme by SUBJECT ACCUMULATION? Yes No

If Yes, what subjects are you taking this year? _____

FEES

Fees will be paid by: Applicant Employer

If fees are being paid by employer, you MUST complete the section below as the IPA will be invoicing your employer.

How much of the fee will the employer cover _____

Purchase Order No.

Name and Address for Invoice

Name of Authorising Officer

Signature of Authorising Officer _____

DECLARATION

Declaration I wish to apply for the programme as selected above. I confirm the details provided above are correct. I undertake to read the IPA's Rules and Regulations when these are provided on Registration.

Signature Please sign _____

Date

Please send completed forms to:

Admissions, Undergraduate Office, Institute of Public Administration, 57-61 Lansdowne Road, Dublin 4.

Phone: +353 (01) 240 3600

LoCall: 1890 20 26 26

Fax: +353 (01) 668 9135

Email: undergrad@ipa.ie

**ALL CORRESPONDENCE AND ENQUIRIES
SHOULD BE ADDRESSED TO**

Undergraduate Office
Whitaker School of Government
and Management
Institute of Public Administration
57-61 Lansdowne Road
Dublin 4, Ireland

Telephone: +353 (01) 240 3600
LoCall: 1890 20 26 26
Fax: +353 (01) 668 9135

Email: undergrad@ipa.ie
www.ipa.ie

PLEASE NOTE

The IPA issues this prospectus without prejudice to its right to make such modifications to the contents as it considers necessary and without prior notice. The provision, structure and cost of all programmes are under continual review. While the IPA will make every effort to notify applicants of any changes, it cannot guarantee to do so.

Neither the whole nor any part of this document may be considered a contract between the IPA and any applicant. The Institute is not bound by the fees or programme details outlined herein.

SUPPORTING DISABILITY

The IPA is committed, where it is practicable and possible within its resources, to increasing and enhancing educational and development opportunities for people with disabilities and medical conditions. Should you have a disability or suffer from a documented medical condition, which you believe could hinder your full participation in a programme, you are invited to contact the Registrar and discuss, in complete confidence, the issues involved. The IPA, for its part, undertakes to work positively towards the resolution of any difficulties identified.