



Postgraduate Office

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Institute of Public Administration

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WELCOME TO THE IPA AND TO THE WHITAKER SCHOOL



Against the background of the major changes currently underway in work practices, family life, and wider society, now is a good time to invest in the future by pursuing learning. We are confident that the programmes we offer provide the opportunity to do so.

The Whitaker School of Government and Management at the Institute of Public Administration (IPA) is the leading Irish provider of accredited qualifications in the broad field of public management. Its postgraduate programmes include a Professional Certificate in Governance, a Postgraduate Diploma in Public Management, a suite of Master of Arts degrees, a Postgraduate Diploma in Business and Management, an MSc in Business and Management and a Doctorate in Governance. Specialist streams are offered in a number of specific areas, including human resource management, finance, criminal justice, local government and healthcare management.

Graduate students at the Whitaker School are adults with all sorts of demands on their time. In recognition of this fact, the School makes great efforts to deliver its programmes in 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 qualification. They are generally delivered through a blended learning model that combines scheduled seminars/webinars with a range of online and other resources.

All the programmes in this prospectus are accredited by the National University of Ireland (NUI). The IPA is a recognised college of the NUI. IPA postgraduate programmes also sit between levels nine and ten on Ireland's ten-point National Framework of Qualifications.

IPA student surveys continue to show that our programmes are very successful in enabling students with busy jobs and family lives to learn new and important things and to obtain advanced qualifications in fields of perennial value. They also show that our students genuinely enjoy their time studying with us and that 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 School, Whitaker School of Government and Management at the IPA

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The flexible and supportive nature of the IPA's MA programme enabled me to obtain a postgraduate qualification while working and being a mother. I also gained friendship, knowledge and a desire to study further.

”

Deirdre Barrett, IPA Graduate

ABOUT THE IPA & THE WHITAKER SCHOOL

The Institute of Public Administration (IPA) specialises in research-informed and practice-based higher education programmes. 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 together the Institute’s education and research activities – offers around 70 accredited programmes. Each year around 1,000 people graduate from the School, which is named after one of Ireland’s most influential leaders, T.K. Whitaker.

Postgraduate programmes at the Whitaker School seek to develop a level of expertise about the most fundamental issues in public management and governance. As the leading provider of academic and professional development programmes for public servants, the School is in a unique position to design and deliver programmes that both respond to the specific needs of

those employed in the wider public service and enhance the analysis and formulation of public policy-making.

With more than 60 years experience in providing third-level qualifications for Irish public servants and others, the IPA knows what busy adult learners want when they return to education: programmes that meet their professional needs and interests, flexible study methods and a truly supportive learning environment. Whitaker School postgraduate students can specialise in a variety of specific fields, including human resource management, financial management and healthcare management, to name a few.



PROGRAMME DELIVERY

The IPA has long been a champion of flexible learning methods. Adult students with work and family commitments are almost always very pressed for time, a fact that the Institute takes into account in devising its programmes. Most IPA postgraduate programmes are delivered through a blend of weekend seminars/webinars and a range of course material that students study in their own time. This allows students work toward a high-level qualification no matter where they live in the country. Assessment depends on the programme and includes module assignments, examinations, and dissertations.

Programmes are taught by leading academics and experienced practitioners. Seminars generally take place on selected weekends over the academic year (September-April), but timetables are confirmed on registration.

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.

Postgraduate students do not have to live in Dublin. Wherever you live or work, you can take almost all of the programmes described in this prospectus.



ACCREDITATION

IPA programmes are accredited by the National University of Ireland (NUI), of which the IPA is a recognised college. IPA postgraduate programmes sit between levels nine and ten on the ten-point National Framework of Qualifications.

POSTGRADUATE PROGRAMMES - A BRIEF INTRODUCTION

Postgraduate Diploma in Public Management

This one-year, part-time programme explores public management issues using models and concepts drawn from the social sciences and quantitative disciplines. Including courses in economics, finance, research methods and HRM, the Postgraduate Diploma develops more knowledgeable and resourceful public servants. It is both a stand-alone qualification and the first year of the two-year MA programme.

Master of Arts (MA)

On this two-year, part-time programme, students take subjects that are common to public management generally and subjects that relate to specific fields. There are seven MA programmes in the following areas:

- Public Management
- Criminal Justice
- Financial Management
- Healthcare Management
- Human Resource Management
- Leadership and Strategy
- Local Government Management

The first year of the MA programmes generally follows the syllabus of the Postgraduate Diploma in Public Management. In the second year, students take three subjects and write a minor dissertation on a topic of particular interest or relevance to them. Students of the MA in Public Management take no further subjects but instead write a major dissertation in the second year.

Postgraduate Certificates

Suitably qualified applicants who wish to focus exclusively on one of the specialist areas can enter the second year of the MA programme and obtain a Postgraduate Certificate.

Postgraduate Diploma in Business and Management

This one-year programme consists of six modules in areas of perennial relevance to business life, including economics, HRM and finance.

MSc in Business and Management

This part-time programme provides students with significant expertise in the concepts, tools and skills essential to contemporary business strategies and functions. Students can specialise in Financial Management or HRM.

Postgraduate Diploma in Policy Analysis

There is a tangible need for the development of policy analysis skills across the wider public service. The Postgraduate Diploma is a one-year programme that addresses this need, exploring subjects that are crucial to the expert assessment of contemporary public policy, including project management, economic and financial analysis, social policy analysis and cost-benefit analysis.

Master of Economic Science in Policy Analysis

This qualification takes two years to complete on a part-time basis. On completion of the first year of the programme, students receive the Postgraduate Diploma in Policy Analysis. In the second year, they complete a supervised dissertation on a policy analysis issue that they are particularly interested in.

Professional Certificate in Governance

This one-year programme explores one of the most topical issues in public management: governance. Delivered by means of self-directed study and attendance at seminars/webinars, this Professional Certificate examines the structures and processes used in arriving at and implementing decisions. It addresses, among other topics, the role and responsibilities of governing bodies and boards, the performance and accountability of directors and assurance arrangements.

Doctorate in Governance (DGov)

The DGov, the Whitaker School's highest award, provides policy-makers with an advanced understanding of governance in Ireland and Europe. Delivered by means of directed study, seminars, and a research project, it is managed and taught by a team of acknowledged specialists and expert practitioners.

IPA LIBRARY

The Library provides information, reference and lending services to students, members, and staff of the Institute. These include web-chat, email, telephone, and postal services. The Library collection includes books, eBooks, print journals, and electronic journals on a wide range of subjects including law, politics, economics, management, governance, the EU, healthcare, finance, local government, and sociology.

IPA librarians are on hand to assist students in their studies. Regular sessions are provided to help students develop the skills to identify, locate, and access appropriate sources to complete

their coursework. Books may be borrowed for two weeks, and those already on loan can be reserved. The Library catalogue can be accessed from the IPA website: www.ipa.ie/library.

The Library manages access to thousands of full-text journal articles. These can be accessed remotely by all students. Materials not held in the Library may be requested through the inter-library loans service, and items can be delivered in hard copy or electronically.



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.

WHY CHOOSE THE WHITAKER SCHOOL AT THE IPA?

- The IPA is the national authority on public management issues. The Whitaker School at the IPA provides accredited programmes central to career progression within the public service.
- Postgraduate programmes at the Whitaker School are part-time and expressly designed for those who cannot commit to a full-time course of study.
- Delivered mainly through a blended learning model that combines seminars/webinars and extensive course material, IPA postgraduate programmes can be taken from wherever a student lives.
- Students can specialise in the field of most relevance to them.
- Whitaker School programmes are accredited by the National University of Ireland (NUI), of which the IPA is a recognised college.
- Located in the heart of Dublin 4, the IPA's Training and Education Centre provides facilities of the highest order.



POSTGRADUATE PROGRAMMES

2022-2023



WHITAKER SCHOOL
OF GOVERNMENT AND MANAGEMENT

*"This is the second programme I have taken at the IPA. The lecturers were very supportive and encouraging, and their enthusiasm for the subjects made the programme all the more engaging. I have recommended studying with the IPA to my colleagues." **



POSTGRADUATE DIPLOMA IN PUBLIC MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

The programme is delivered through a blended learning model. Students attend seminars/webinars on three weekends in each term and are supported in their studies by a range of resources, including bespoke course material and module textbooks.

DURATION: One academic year.

AWARD: Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022 and January 2023.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The Postgraduate Diploma in Public Management is both a stand-alone qualification and the first year of the MA programme. It explores public management issues using models and concepts from a range of fields, including economics, human resource management, and organisational strategy.

The programme is divided into two semesters: September to December and January to April. Each of these is devoted to the study of three key public management subjects.

The programme is delivered through a blend of scheduled weekend seminars/webinars and comprehensive course material. Students receive textbooks and course manuals for all subjects.

Over the course of the year, students receive instruction in areas vital to the management of public services, including the cost-appraisal of projects, how to promote organisational change, public sector financial management and the huge significance of EU institutions and policies for Ireland.

IS THIS PROGRAMME FOR YOU?

This programme is suitable for students working in all parts of the public sector, from large central government departments and local authorities to small public agencies. New responsibilities or career ambitions may well mean that you require graduate-level education in public management subjects. As the programme is delivered through a blend of weekend seminars/webinars and extensive course materials, you can work toward a postgraduate qualification while remaining in full-time employment.

PROGRAMME CONTENT

Semester One (September – December)

Economics

This course focuses on public sector economics. The State plays a very important role in all our economic lives and in the economic health of the nation. Among the topics that are addressed are taxation, the economics of regulation, efficiency and effectiveness in the public sector, monopolies, project appraisal, sources of funds and portfolio theory.

Managing Human Resources

On completing this course, which attends to both human resource management and organisational behaviour, students will be able to evaluate the human resource management system in their organisation. It considers, among other topics, strategic HR planning, performance and rewards management, theories of leadership, group dynamics, communication in organisations, politics and conflict, organisational change, and job design.

Finance

Public sector managers, like their private sector counterparts, should have a solid understanding of the main principles and tools of contemporary financial management. This course explores financial reporting, financial statement analysis, budgeting and working capital, cost and management accounting, and investment. It also attends to the ideas and practices of modern financial governance, auditing and risk.

Semester Two (January – April)

Organisation and Strategy

This course gives students a solid understanding of the evolving role of the State, of different approaches to policy-making and strategy, and of organisational design. Focusing on the public sector, it provides ideas and arguments that students can use to evaluate their organisation, its working environment, and its success. Among the specific topics addressed are the role and evolution of the State, decision-making in organisations, and public management in the 21st century.

Research Methods

This course explores both research theory and design and quantitative techniques. With regard to the former, it considers how knowledge is best obtained, different research strategies, sampling, interviews, and focus groups. Its treatment of quantitative techniques examines how to present data, the application of probability distributions, the estimation of population parameters, and the relationships between quantitative variables.

Managing Service Delivery/Managing in Europe

This course falls into two parts. The first explores some of the main issues around the management of service delivery in the public service. It addresses the changing demands and challenges, the effects of consumerism, and the use of contracting and devolved management. The second part of the course explores the history of European integration, how the EU functions and the debates about its direction and future.

ASSESSMENT

Students are assessed by means of assignments and final examinations.

PROGRESSION

Students may enter the Postgraduate Diploma in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year of the MA. Those who enter in January can finish within the calendar year and proceed to the second year of the MA the following September.



“

The Postgraduate Diploma in Public Management is an excellent course that is both interesting and challenging. My participation on this programme has enabled me to further develop my skills and abilities as a public servant, thereby enhancing my professional development.

Emma Jane Morgan, IPA Graduate

”

MASTER OF ARTS - PUBLIC MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each term and are supported in their studies by a range of resources, including online course material and essential textbooks. In the second year, under expert supervision and with seminar/webinar support, they prepare a dissertation.

DURATION: Two academic years.

AWARD: Master of Arts

INTERIM AWARD:

Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MA – Public Management is a two-year, part-time programme that combines instruction in key subjects in public management with an opportunity for students to research and write about a specific topic in the public management field. It aims to raise the level of analysis of Irish public management and to develop more efficient and resourceful public sector managers.

On completing the first year of the programme, students receive the interim award of a Postgraduate Diploma in Public Management. Six modules are covered in the first year, three before Christmas and three after. Students attend weekend seminars/webinars and study course material and textbooks. The second year of the course is devoted to the preparation of a dissertation on a topic of particular relevance to a

student's professional life. Working under the guidance of an IPA supervisor, students apply the ideas and principles they encountered in their first year to an agreed public management issue. In so doing, they obtain significant, transferable competencies and skills in research and critical analysis.

The research methods module that students take in their first year helps prepare them for the dissertation phase.

IS THIS PROGRAMME FOR YOU?

This programme is suitable for students working in all parts of the public sector, from large central government departments and local authorities to small public agencies. The programme is delivered through a blend of weekend seminars, online resources, and course texts. Students can, therefore, pursue this programme no matter where they live and can remain in full-time employment.

PROGRAMME CONTENT

YEAR ONE

Postgraduate Diploma in Public Management

Interim Award

The first year of the MA programme is divided into two semesters and each semester is devoted to the study of three key subjects in public management. (See pages 10-11 for more details on the subjects).

Semester One

- Economics
- Managing Human Resources
- Finance

Semester Two

- Organisation and Strategy
- Research Methods
- Managing Service Delivery/Managing in Europe

YEAR TWO

Dissertation

In the second year of the programme, students write a dissertation. The topic they address will be relevant to their professional formation and interests and determined on foot of advice and support from their IPA supervisor. Dissertation seminars/webinars are held at the start of the year to prepare students for their research.

ASSESSMENT

Students are assessed by means of assignments, examinations and a dissertation.

PROGRESSION

Students may enter the first year of the MA (Postgraduate Diploma) in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year. Those who enter in January can finish within the calendar year and proceed to the second year the following September.

“

I found that the MA in Public Management gave me a broad understanding of the challenges facing the Irish public service while allowing plenty of scope to focus on issues of real interest to me.

Diarmuid Hallinan, IPA Graduate

”



MASTER OF ARTS - CRIMINAL JUSTICE

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each semester. In the second year, they attend three seminars/webinars in the first semester and then, in the second, prepare, under expert supervision, a minor dissertation. They are supported in their studies by a range of resources, including bespoke course material and module textbooks.

DURATION: Two academic years.

AWARD: Master of Arts.

INTERIM AWARD:

Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MA – Criminal Justice is a two-year part-time programme that explores the key issues in the management of the criminal justice system. It seeks to raise the level of analysis within the Irish criminal justice system and to equip participants with the knowledge and skills necessary for effective management in this area.

On completing the first year of the programme, students receive the interim award of a Postgraduate Diploma in Public Management. The second year of the course is divided into two semesters. In the first of these, students study three key subjects in criminal justice. In the second, they write a dissertation on a specific criminal justice issue. Students who do not wish to take all three subjects in any particular semester may choose to study one or two on a phased basis.

IS THIS PROGRAMME FOR YOU?

This degree will be of particular interest to those working in the administration of justice and related fields, to members of An Garda Síochána and to prison officers. The programme is delivered through a blend of weekend seminars/webinars, course material, and online resources. Students can, therefore, pursue this programme no matter where they live and can remain in full-time employment.

PROGRAMME CONTENT

YEAR ONE

Postgraduate Diploma in Public Management

Interim Award

The first year of the MA programme is divided into two semesters and each semester is devoted to the study of three key subjects in public management. (See pages 10-11 for more details on the subjects).

Semester One

- Economics
- Managing Human Resources
- Finance

Semester Two

- Organisation and Strategy
- Research Methods
- Managing Service Delivery/Managing in Europe

YEAR TWO

Semester One

Crime and Society

This course examines how to understand the effect of crime on society and vice versa. It examines theories of criminal behaviour, environmental criminology, situational crime prevention, influences on crime, forms of crime, drug-related crimes, and changes in crime rates in Ireland.

The Management of Policing

This course provides a history and analysis of policing in Ireland and elsewhere. It considers, among other things, the current functions of An Garda Síochána, global changes in policing, the growth of non-governmental policing, the role of the community in policing itself, and the future of policing.

Criminal Sanctions and the State

The third module of this semester turns to the sanctions that the State applies for criminal behaviour. It explores sociological explanations for the development of modern punishment, the expansion of criminal sanctions in Ireland, contemporary developments in the Irish penal system, sentencing, incarceration, alternatives to custody, the challenge of restorative justice and contemporary theories of prison rehabilitation.

Semester Two

In the second semester of year two, students write a dissertation on a specific criminal justice management issue. Students must successfully complete the taught courses before moving to the dissertation phase.

ASSESSMENT

Students are assessed by means of assignments, examinations and a minor dissertation.

PROGRESSION

Students may enter the first year of the MA (Postgraduate Diploma) in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year. Those who enter in January can finish within the calendar year and proceed to the second year the following September.



MASTER OF ARTS - FINANCIAL MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each semester. In the second year, they attend three seminars/webinars in the first semester and then, in the second, prepare, under expert supervision, a minor dissertation. They are supported in their studies by a range of resources, including bespoke course material and module textbooks.

DURATION: Two academic years.

AWARD: Master of Arts.

INTERIM AWARD:

Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MA – Financial Management is a two-year, part-time programme that explores key subjects in financial management. It seeks to raise the level of financial analysis in the public service and equip students with the knowledge and skills necessary for effective financial management.

On completing the first year of the programme students receive the interim award of a Postgraduate Diploma in Public Management. The second year of the course is divided into two semesters. In the first of these, students study three key topics in financial management. In the second, students write a dissertation on a specific financial management issue. Students who do not wish to take all three subjects in any particular semester may choose to study one or two on a phased basis.

IS THIS PROGRAMME FOR YOU?

With relevance to those who work in both the public and the private sector, this programme will obviously be of particular interest to anyone who wants to gain some expertise in financial management. The programme is delivered through a blend of weekend seminars/webinars, course material, and online resources. Students can, therefore, pursue this programme no matter where they live and can remain in full-time employment.

PROGRAMME CONTENT

YEAR ONE

Postgraduate Diploma in Public Management

Interim Award

The first year of the MA programme is divided into two semesters and each semester is devoted to the study of three key subjects in public management. (See pages 10-11 for more details on the subjects).

Semester One

- Economics
- Managing Human Resources
- Finance

Semester Two

- Organisation and Strategy
- Research Methods
- Managing Service Delivery/Managing in Europe

YEAR TWO

Semester One

Financial Strategy

On completing this course, students will understand the theory and practice of financial strategy and be able to apply the theories of corporate finance to the Irish and international financial environment. The course focuses on capital investment decisions and risk, capital structure, financial planning, the management of working capital, derivatives and corporate governance.

Public Sector Finance

The size and role of government activity in an economy affects every citizen in the State. This course explores the level, trend and economic consequences of such activity. Among the specific topics addressed are public/private partnerships, costing and pricing, expenditure reviews, the economics of tax and debt, and international developments in public sector finance.

Governance and Audit

This course is concerned with governance and audit and the related issue of risk management. With reference to contemporary governance issues, it explores reform in the Irish public service around governance and accountability, regulatory frameworks, financial reporting requirements in the public and private sectors, internal audit, internal control systems and risk management.

Semester Two

In the second semester of year two, students write a dissertation on a specific financial management issue. Students must successfully complete the taught courses before moving to the dissertation phase.

ASSESSMENT

Students submit assignments, sit final examinations and complete a minor dissertation.

PROGRESSION

Students may enter the first year of the MA (Postgraduate Diploma) in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year. Those who enter in January can finish within the calendar year and proceed to the second year the following September.



MASTER OF ARTS - HEALTHCARE MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each semester. In the second year, they attend three seminars/webinars in the first semester and then, in the second, prepare, under expert supervision, a minor dissertation. They are supported in their studies by a range of resources, including bespoke course material and module textbooks.

DURATION: Two academic years.

AWARD: Master of Arts.

INTERIM AWARD:

Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MA – Healthcare Management is a two-year, part-time programme that focuses on the issues that affect the Irish health system.

On completing the first year of the programme, students receive the interim award of a Postgraduate Diploma in Public Management. The second year of the course is divided into two semesters. In the first of these, students study four key subjects in healthcare management. In the second, students write a dissertation on a specific healthcare management issue. Students who do not wish to take all four subjects in any particular semester may choose to study one or two on a phased basis.

IS THIS PROGRAMME FOR YOU?

This programme is suitable for those who work in the health sector, particularly those looking to advance in their career. Students come from across both the public and private health sector and from service areas including primary and community care, acute care, social care, mental health and corporate services. By placing healthcare issues within the broader public management field, the programme gives students an understanding of how healthcare management relates to other economic and organisational questions. The programme is delivered through a blend of weekend seminars/webinars, course material, and online resources. Students can, therefore, pursue this programme no matter where they live and can remain in full-time employment.

PROGRAMME CONTENT

YEAR ONE

Postgraduate Diploma in Public Management

Interim Award

The first year of the MA programme is divided into two semesters and each semester is devoted to the study of three key subjects in public management. (See pages 10-11 for more details on the subjects).

Semester One

- Economics
- Managing Human Resources
- Finance

Semester Two

- Organisation and Strategy
- Research Methods
- Managing Service Delivery/Managing in Europe



YEAR TWO

Semester One

Health Systems and Policy

This module explores what health systems are and what shapes them. It considers health policy formulation, the structure of the Irish health system, current Irish policies in key healthcare areas (including primary and acute care), and future challenges for the Irish health system.

Leadership and Management of Healthcare Organisations

In exploring leadership and management in healthcare, this course addresses organisational theory, organisational behaviour, and managing organisational performance. It also attends to theories of leadership and management and to how best to lead change in the healthcare setting.

Quality in Healthcare

This course examines the structures and processes that should be in place to ensure quality in healthcare. It considers patient safety, quality assessments, clinical and organisational governance, clinical audit and evidence-based medicine.

Health Economics and Finance

Healthcare management requires a solid understanding of the economic and financial implications of decisions and policies. This course covers the healthcare market, pricing health services, supply-side efficiency, programme budgeting, case-mix, and management accounting control and accountability.

Semester Two

In the second semester of year two, students write a dissertation on a specific healthcare management issue. Students must successfully complete the taught courses before moving to the dissertation phase.

ASSESSMENT

Students are assessed by means of assignments, examinations and a minor dissertation.

PROGRESSION

Students may enter the first year of the MA (Postgraduate Diploma) in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year. Those who enter in January can finish within the calendar year and proceed to the second year the following September.



MASTER OF ARTS - HUMAN RESOURCE MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each semester. In the second year, they attend three seminars/webinars in the first semester and then, in the second, prepare, under expert supervision, a minor dissertation. They are supported in their studies by a range of resources, including bespoke course material and module textbooks.

DURATION: Two academic years.

AWARD: Master of Arts.

INTERIM AWARD:

Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NQF: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MA – Human Resource Management is a two-year part-time programme that explores the key issues in human resource management. An informed appreciation of the theories, debates and legislation that dominate HR practice is a huge advantage to any manager. This programme seeks to raise the level of analysis in public sector human resource management and to equip students with the knowledge and skills necessary for the effective management of people.

On completing the first year of the programme, students receive the interim award of a Postgraduate Diploma in Public Management. The second year of the course is divided into two semesters. In the first of these, students study three key topics in human resource management. In the second,

students write a dissertation on a specific human resource management issue. Students who do not wish to take all three subjects in any particular semester may choose to study one or two on a phased basis.

IS THIS PROGRAMME FOR YOU?

This programme will be of particular interest to those who want to gain some expertise in the management of people and in the development of human resources. The programme is delivered through a blend of weekend seminars/webinars, course material, and online resources. Students can, therefore, pursue this programme no matter where they live and can remain in full-time employment.

PROGRAMME CONTENT

YEAR ONE

Postgraduate Diploma in Public Management

Interim Award

The first year of the MA programme is divided into two semesters and each semester is devoted to the study of three key subjects in public management. (See pages 10-11 for more details on the subjects).

Semester One

- Economics
- Managing Human Resources
- Finance

Semester Two

- Organisation and Strategy
- Research Methods
- Managing Service Delivery/Managing in Europe





YEAR TWO

Semester One

Human Resource Strategy

This module will appeal to anyone interested in the theory and practice of human resource management from a strategic perspective. It explores a wide range of issues around the strategic development of human resources, including recruitment and selection, training and development, performance and competencies appraisal, industrial and employee relations, reward management, evolving organisational environment, and contemporary employment trends in the Irish context.

Managing People

The effective management of people – ensuring that they both enjoy their work and contribute to organisational success — is a central concern for all managers. This course considers, among other things, individual diversity, attitudes and behaviour, perceptions, values and ethics, managing motivation and rewards, leadership and group dynamics, inter-group effectiveness, stress and conflict management, and work-life balance.

Employment Law

There is a very significant body of legislation and case law governing employment. Managers should have a

solid understanding of the central legal requirements that employers and employees must meet, including the contract of employment, individual protection, discrimination and harassment, health and safety, unfair and wrongful dismissal, redundancies, trade union legislation, arbitration and tribunals.

Semester Two

In the second semester of year two, students write a dissertation on a specific HRM issue. Students must successfully complete the taught courses before moving to the dissertation phase.

ASSESSMENT

Students submit assignments, sit examinations and complete a minor dissertation.

PROGRESSION

Students may enter the first year of the MA (Postgraduate Diploma) in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year. Those who enter in January can finish within the calendar year and proceed to the second year the following September.

MASTER OF ARTS - LEADERSHIP & STRATEGY

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each semester. In the second year, they attend three seminars/webinars in the first semester and then, in the second, prepare, under expert supervision, a minor dissertation. They are supported in their studies by a range of resources, including bespoke course material and module textbooks.

DURATION: Two academic years.

AWARD: Master of Arts.

INTERIM AWARD:

Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MA – Leadership and Strategy is a two-year, part-time programme that explores the theory and practice of effective leadership and strategy formulation. Both public and private sector organisations need leaders with expertise in the HR, strategic and financial components of organisational life. This programme sees students undertake a dissertation in the leadership and strategy field, a dissertation that may well take an aspect of their professional life as its starting point.

IS THIS PROGRAMME FOR YOU?

This programme has wide appeal, but it is particularly relevant to those whose professional life involves making and executing decisions. In addition to their study of core economic, financial and HR subjects, students will study subject-specific modules and undertake supervised research on a leadership or strategy issue.

PROGRAMME CONTENT

YEAR ONE

The first year of the programme is divided into two semesters, and each semester is devoted to the study of three subjects:

Semester One

- Economics
- Managing Human Resources
- Finance

Semester Two

- Organisation and Strategy
- Research Methods
- Managing Service Delivery/Managing in Europe

YEAR TWO

Semester One

Leadership in Context

Leadership does not occur in a vacuum; it is influenced by the dominant ideas and developments of the age. This module places leadership in several contexts: social, organisational, psychological, economic, political, and philosophical.

Strategic Management and Analysis

Formulating and implementing a strategy is a central management responsibility. This course explores the core theories, principles and practices that researchers and practitioners have developed to explain managerial behaviour and decisions and organisational performance. Topics addressed include external environment analysis, stakeholders, and the management of innovation.

Leadership & Strategy Implementation

Among the topics explored in this module are leadership and the decision process, public and private sector leadership, implementing strategy in a global context, social responsibility, and the effective management of organisational change.

Semester Two

In the second semester of year two, students write a dissertation on a specific leadership and strategy issue. Students must successfully complete the taught courses before moving to the dissertation phase.

ASSESSMENT

The programme is assessed by means of assignments, examinations and a minor dissertation.

PROGRESSION

Students may enter the first year of the MA (Postgraduate Diploma) in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year. Those who enter in January can finish within the calendar year and proceed to the second year the following September.

MASTER OF ARTS - LOCAL GOVERNMENT MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each semester. In the second year, they attend three seminars/webinars in the first semester and then, in the second, prepare, under expert supervision, a minor dissertation. They are supported in their studies by a range of resources, including bespoke course material and module textbooks.

DURATION: Two academic years.

AWARD: Master of Arts.

INTERIM AWARD:

Postgraduate Diploma in Public Management.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MA - Local Government Management is a two-year, part-time programme that explores the key issues in local government. It seeks to raise the level of analysis in Irish local government management and to equip participants with the knowledge and skills necessary for effective management in the local government field. On completing the first year of the programme, students receive the interim award of a Postgraduate Diploma in Public Management.

IS THIS PROGRAMME FOR YOU?

This programme will be of great interest to local authority officials working across a variety of sectors. It combines core public management subjects and those that are specific to local government in Ireland. The programme is delivered through a blend of weekend seminars and bespoke course material, so it can be taken from anywhere.

YEAR ONE

Postgraduate Diploma in Public Management

The first year of the programme is divided into two semesters, and each semester is devoted to the study of three subjects:

Semester One

▪ Economics ▪ Managing Human Resources ▪ Finance

Semester Two

▪ Organisation and Strategy ▪ Research Methods
▪ Managing Service Delivery/Managing in Europe

YEAR TWO

Semester One

Local Government Policy Formulation, Implementation and Evaluation

This course explores theories on the role of local government in the policy process. It focuses on five key themes: policy making and strategic planning, community and networks, service delivery, the regulatory environment, and organisation and change. A case study on housing is also included.

Local Government Financial Management and Accountability

This course considers the particular financial management considerations that apply to local government in Ireland. Among the topics addressed are the sources of funds available to local government, budget management and financial governance.

Leadership and Management

In this module, students will explore how theories and practices current in both public and private sectors can apply to local government management. It examines strategy and strategic thinking, leadership and learning in a strategic context, changing organisational culture, and performance management.

Semester Two

In the second semester of year two, students write a dissertation on a specific local government management issue. Students must successfully complete the taught courses before moving to the dissertation phase.

ASSESSMENT

The programme is assessed by means of assignments, examinations and a minor dissertation.

PROGRESSION

Students may enter the first year of the MA (Postgraduate Diploma) in September or January. Those who enter in September can, on successful completion of the academic year, proceed to the second year. Those who enter in January can finish within the calendar year and proceed to the second year the following September.

POSTGRADUATE CERTIFICATES

KEY FACTS:

DELIVERY METHOD:

Students attend weekend seminars/webinars in relevant modules and prepare a minor dissertation. They are supported in their studies by a range of resources, including online course material and essential textbooks.

DURATION: One academic year.

AWARD: Postgraduate Certificate.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Special Purpose Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

Postgraduate Certificates are one-year programmes in which students take the second year of IPA MA programmes. This is a stand-alone qualification specifically designed for students who do not wish to take a Master's programme in the respective area. There is therefore no progression from this programme to the Master of Arts programmes.

There are six options:

- Postgraduate Certificate in Human Resource Management
- Postgraduate Certificate in Financial Management
- Postgraduate Certificate in Criminal Justice
- Postgraduate Certificate in Healthcare Management
- Postgraduate Certificate in Local Government Management
- Postgraduate Certificate in Leadership and Strategy

Students take three or four subjects and complete a minor dissertation. Students must successfully complete the taught courses before moving to the dissertation phase. For information on the subjects taken, see the descriptions under Year Two of the relevant preceding pages.

IS THIS PROGRAMME FOR YOU?

Many graduate students are interested in a number of the fields in which the IPA offers qualifications. Students who wish to focus exclusively on HRM, Financial Management or any other of the specialisms listed above may do so by studying the second year of the MA programme. On completion, they will receive a Postgraduate Certificate in the specialism of their choice. New responsibilities at work or changes in career very often mean that instruction in a new field and an extra qualification are necessary. These one-year certificates are designed to meet such needs.

ASSESSMENT

Students are generally assessed by means of assignments, final exams and a minor dissertation.



MASTER OF ECONOMIC SCIENCE IN POLICY ANALYSIS

POSTGRADUATE DIPLOMA IN POLICY ANALYSIS

KEY FACTS:

DELIVERY METHOD:

In the first year – the Postgraduate Diploma in Policy Analysis – students attend lectures at the IPA on one day each week. The second year is devoted, under expert supervision, to the preparation of a dissertation.

DURATION: Two academic years.

AWARD: Master of Economic Science in Policy Analysis.

INTERIM AWARD:

Postgraduate Diploma in Policy Analysis (one year).

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the first year of the programme (Postgraduate Diploma in Policy Analysis) is €7,900 per annum. The fee for the second year (Master of Economic Science in Policy Analysis) is €5,200 per annum. See p.34 for more details.

THE PROGRAMME

This two-year, part-time programme addresses the tangible need for the development of policy analysis skills across the wider public service. It explores subjects that are crucial to the expert assessment of contemporary public policy, including project management, economic and financial analysis, social policy analysis and cost-benefit analysis. On completion of the first year of the programme, students receive the Postgraduate Diploma in Policy Analysis. In the second year, they complete a supervised dissertation on a policy analysis issue that they are particularly interested in.

The subjects taken in the first year, including a module on research methods, will help prepare students to choose and complete an appropriate dissertation. Graduates of this programme are very well-equipped to play a role in the formulation and implementation of public policies in a very wide range of areas.

IS THIS PROGRAMME FOR YOU?

Yes, if you appreciate the vital role that policy analysis plays in promoting economic and social progress and want to understand the tools and methodologies that should be applied in such analysis. You may well work in the wider public service and wish to play a professional role in the formulation and analysis of policy.

PROGRAMME CONTENT

YEAR ONE

Postgraduate Diploma in Policy Analysis

Students take four subjects in each of the two semesters:

Semester One (September – December)

- Elements of Economic Analysis
- Financial Analysis
- Public Sector Economics
- Policy Evaluation

Semester Two (January – April)

- Economic Evaluation and Cost-Benefit Analysis
- Project and Risk Management
- Research Methods
- Social Policy Analysis

YEAR TWO

Master of Economic Science in Policy Analysis

In the second and final year of the programme, students complete a dissertation on a policy analysis issue, building on the knowledge and skills that they have obtained in the Diploma year. Students participate in dissertation workshops to discuss their research and their ideas.

ASSESSMENT

The first year is assessed on the basis of assignments and examinations at the end of each semester. The second year is assessed on the basis of the student dissertation.

POSTGRADUATE DIPLOMA IN BUSINESS AND MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

The programme is delivered through a blended learning model. Students attend seminars/webinars on three weekends in each term and are supported in their studies by a range of resources, including essential textbooks.

ACCREDITATION: National University of Ireland.

AWARD: Postgraduate Diploma in Business and Management.

PLACE ON NFQ: Level 9.

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The Postgraduate Diploma in Business and Management is a one-year programme that provides graduate-level instruction in core business disciplines. Students take six subjects over two semesters that cover both quantitative and general management topics. They will learn about, among other things, human resource planning, the management of change, leadership and strategic direction, financial policy, and the principles of business research.

The programme, which runs from September to April, can be taken from anywhere in the country and is delivered through a blend of weekend seminars/webinars, online resources, and course texts.

IS THIS PROGRAMME FOR YOU?

This programme is ideally suited to those who want, in the space of one academic year, to study subjects that are of huge relevance to contemporary business life. Whatever a student's professional background or areas of responsibility, this course will give them a solid grounding in ideas and practices integral to organisational success, whether the organisation is an SME, a large corporation or a public sector body.

PROGRAMME CONTENT

This diploma is divided into two semesters. Students take three subjects in each semester.

SEMESTER ONE

Economics

This course focuses on the economic principles especially applicable to business strategies and objectives. It addresses such topics as pricing, taxation, growth, regulation, and managing in competitive markets.

Human Resource Management

Among the topics addressed on this course are motivation theory, group dynamics, politics and conflict in organisations, human resource planning, performance appraisal, training and development, corporate culture, and organisational change.

Finance

This course covers, among other topics, annual financial statements, investment appraisal, cost and management accounting, standard costing, ratio analysis, the management of cash, stocks and debtors, business planning and budgeting, and company valuations.

SEMESTER TWO

Organisation and Strategy

This course addresses several key issues in the literature on organisation and strategy, including decision-making in organisations, contingency theory, the nature of bureaucracy, markets, strategic management, and networks.

Leadership and Strategy Implementation

The topics addressed in this course include leadership theories, the differences between private- and public-sector leadership, leadership and vision creation, leadership and strategy formulation, policy formulation and implementation, the management of change, and ethics and social responsibility.

Research Methods

This course provides a comprehensive explication and analysis of sophisticated quantitative and qualitative research. It considers, among other things, research strategy and design, sampling, depth interviews, random variables, hypothesis testing, and appropriate mathematical techniques.

ASSESSMENT

Students are assessed by means of assignments and examinations.

MSc IN BUSINESS AND MANAGEMENT

KEY FACTS:

DELIVERY METHOD:

In the first year of the programme, students attend seminars/webinars on three weekends in each semester. In the second year, they attend three seminars/webinars in the first semester and then, in the second, prepare, under expert supervision, a minor dissertation. They are supported in their studies by a range of resources, including bespoke course material and module textbooks.

ACCREDITATION: National University of Ireland.

AWARD: Master of Science in Business and Management.

PLACE ON NFQ: Level 9 (Major Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €5,200 per stage, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The MSc in Business and Management is a two-stage programme that will provide students with advanced and significant expertise in the concepts, tools and skills essential to contemporary business strategies and functions. The first stage of the course provides a mixture of quantitative subjects and more general management subjects. On successful completion of this stage, students will specialise in either HRM or Financial Management. In the second stage, they will take three subjects and prepare a minor dissertation.

The six subjects of the first stage cover topics essential to any advanced business and management qualification, including cost-benefit analysis, financial policy, human resource planning, the management of cash and assets, decision-making in organisations, strategic management, leadership and change, and the principles of research. The second stage builds on the knowledge obtained in the first and allows students specialise in an area they are most interested in. The minor dissertation will likely address an issue relevant to the student's professional formation and will draw upon the theories and principles students have learned. The Research Methods module will be a very useful preparation for the dissertation phase.

IS THIS PROGRAMME FOR YOU?

Yes, if you want to obtain a high level of expertise in the contemporary principles and practices that determine business strategies and operations. On successful completion of the MSc, graduates will be able to:

- Critically appraise advanced business theory and practice
- Demonstrate expertise in key business functions
- Apply quantitative methods and subjects to contemporary theories in the relevant social sciences
- Interrogate common business norms from the perspective of the most current scholarship
- Situate business problems and solutions within a variety of different contexts: economic, financial, statistical, managerial, legal and organisational

PROGRAMME CONTENT

STAGE ONE

The first stage of the MSc programme is divided into two semesters and each semester is devoted to the study of three key business and management subjects:

Semester One

- Economics
- Human Resource Management
- Finance

Semester Two

- Organisation and Strategy
- Leadership and Strategy Implementation
- Research Methods

STAGE TWO

The second stage of the programme is also divided into two semesters. Students choose to follow the HRM stream or the Financial Management stream.

HRM Stream

SEMESTER ONE

Human Resource Strategy

This course explores the theory and practice of human resource management from a strategic perspective. Among the topics addressed are frameworks for strategic HR, management development, employee relations, and reward management.

Managing People

This course addresses the organisational and psychological components of managing people. It attends to, among other topics, attitudes and behaviour in work, employee motivation, the management of conflict, and theories of leadership.

Employment Law

A very significant body of law determines contemporary employment. Among the topics that students will examine on this course are the contract of employment, the duties that an employer has to an employee, how an employment contract can be ended, and the laws governing harassment in the workplace.

SEMESTER TWO

Students write a minor dissertation on an agreed topic in HRM. Students must successfully complete the taught courses before moving to the dissertation phase.

Financial Management Stream

SEMESTER ONE

Corporate Finance

This course exposes students to the key principles, practices and tools in corporate finance. It covers a range of topics, including short- and long-term financing, capital budgeting, company valuation, and the risks that arise from interest and exchange rates.

Governance and Auditing

This course examines governance and audit and the related issue of risk management. It does so in the context of the significant developments that have taken place in corporate accountability and governance over recent decades.

Financial Reporting and Decision Making

This course will teach students how to prepare reports that disclose an organisation's financial status. It will also address issues in management accounting and financial decision making.

SEMESTER TWO

Students write a minor dissertation on an agreed topic in financial management. Students must successfully complete the taught courses before moving to the dissertation phase.

ASSESSMENT

Students are assessed by means of assignments, examinations and a minor dissertation.



PROFESSIONAL CERTIFICATE IN GOVERNANCE

KEY FACTS:

DELIVERY METHOD:

Students attend seminars/webinars in each term and are supported in their studies by a range of resources, including online course material and a core textbook.

DURATION: One academic year.

ACCREDITATION: National University of Ireland.

PLACE ON NFQ: Level 9 (Special Purpose Award).

COMMENCES: September 2022.

FEES: The cost of the programme is €2,600 per annum, payable in two instalments. See p.34 for more details.

THE PROGRAMME

The Professional Certificate in Governance is a one-year part-time programme that addresses a key area of concern to professionals in the public and private sectors. Governance is a subject used in several contexts and attracts much debate in Ireland and elsewhere. This programme examines governance as a set of structures and processes used in arriving at and implementing decisions.

Addressing such topics as the role and responsibilities of governing bodies and boards, the performance and accountability of directors, assurance arrangements, fiduciary responsibilities, executive and non-executive functions and reserved functions of boards, the Certificate explains the principles of governance and the constituent elements of 'good' governance. In short, graduates will have authoritative knowledge of the principles and practices associated with decision-making and control in organisations.

Students receive comprehensive course material and attend scheduled seminars/webinars. The lecturing team includes experienced governance specialists and practitioners. Study groups and peer interaction are facilitated and encouraged.

IS THIS PROGRAMME FOR YOU?

Yes, if you wish to obtain a professional qualification in a field of contemporary and enduring relevance. Yes, if you wish to advance your own understanding of the principles and practices under which commercial, non-commercial, state and public benefit organisations operate. Well-publicised governance, ethical and audit problems have clearly shown that there is a palpable need for board members, senior managers, administrators and policy-makers to critically assess the governance arrangements in place for particular sectors or organisations. This part-time programme will enable graduates to assess and enhance the governance mechanisms that operate in organisations and to clearly articulate and put in practice the ideas that lie behind the rhetoric of governance.

PROGRAMME CONTENT

- Principles of Governance
- Governance in the Public and Private Sectors
- Governance of Agencies
- Governance Roles and Responsibilities
- Best Practice and Professional Models
- Ethics
- Performance and Accountability
- Audit and Assurance
- Control and Risk Management
- Assessing Good Governance

ASSESSMENT

Students are assessed on the basis of an assignment, a project and an examination.



DOCTORATE IN GOVERNANCE (DGov)

MSc IN APPLIED GOVERNANCE

KEY FACTS:

DELIVERY METHOD:

The programme is delivered via seminars at the IPA campus, webinars, directed study, and (under expert supervision) a research project.

DURATION: 4 - 5 years.

ACCREDITATION: National University of Ireland.

INTERIM AWARD: Master of Science in Applied Governance (if exiting the programme after the second year).

PLACE ON NFQ: Level 10 (Major Award).

COMMENCES: September/October 2022.

FEES: The cost of the programme is €8,000 per annum. See p.34 for more details.

The DGov is the Whitaker School's highest award and produces graduates with great expertise in issues fundamental to a successful and rewarding career in the public service and related fields. Study groups and peer interaction are facilitated and encouraged.

KEY ATTRIBUTES

The DGov programme:

- Provides a unique curriculum of doctoral level education
- Is delivered under the direction of a team of expert academics and practitioners
- Focuses on applying academic understandings and skills to professional practice
- Facilitates research into, and debate on, key issues affecting policy-making and governance
- Creates opportunities to develop inter-jurisdiction networks
- Includes a doctoral research project on a subject of the participant's choice
- Provides extensive participant support, including an induction workshop, a personal tutor and guidance at each study session

THE PROGRAMME

The DGov is a 4 - 5 year professional doctoral programme. It provides public policy-makers and public sector managers with the advanced knowledge and high-level critical skills that their professional lives demand. Students explore how public policy-making has evolved, and is continuing to evolve, as a result of changes in the structure and practices of the modern state. The programme will enable policy-makers to gain a comprehensive understanding of issues and patterns of governance in Ireland and abroad. A wide range of modules are taught in its first two years before students undertake a research project under expert guidance.

PARTICIPANT PROFILE

The DGov programme attracts participants from the civil service, local government service, health services, security services, other state services and the voluntary sector in Ireland, Great Britain and the rest of Europe. Applicants should normally possess a primary and postgraduate degree, or equivalent qualification, of at least upper second class honours (2.1) standard and have at least five years' full-time work experience at an appropriate level in a relevant public service profession. Interviews may be held to assess the suitability of applicants.

Programme Delivery and Evaluation

This part-time programme is delivered by means of directed study and a research project on a subject relevant to the participant's work experience and professional formation. Participants can pursue the programme no matter where they live or work but must attend a number of intensive seminars/webinars. Evaluation is based on assignment papers prepared by participants under the direction of the tutors responsible for the different programme modules and the final research project.

Module Seminars

Seminars comprise lectures and workshops and are scheduled over specific days for each module. They address key areas in the literature and provide guidance on module assessment.

YEARS ONE AND TWO

The first two years of the programme are devoted to ten modules:

- Governance and the Modern State
- Governance in Europe
- Governance and Regulation
- Economics and Governance
- Corporate Governance
- Public Administration and Governance
- Governance, Policy and Implementation
- Social Justice and Governance
- Research Methods
- Professional Practice Module

On successfully completing the first two years, students can exit the programme with the award of the MSc in Applied Governance.

SUBSEQUENT YEARS

The remaining years of the programme are devoted to a research project of 50,000 words on an agreed subject of the participant's choosing. During this dissertation phase, students work under the direction of a supervisor and attend periodic workshops.

Programme Leader

Dr Michael Mulreany

Course Director

Institute of Public Administration

Lansdowne Road

Dublin 4

Email: mmulreany@ipa.ie



ACADEMIC CALENDAR

POSTGRADUATE DIPLOMA IN PUBLIC MANAGEMENT / STAGE 1 OF MA AND MSc PROGRAMMES ONLY

Important Note: This calendar only applies to students taking the Postgraduate Diploma in Public Management / Stage 1 of the MA and MSc programmes. Timetables for all other programmes and stages will be issued at the start of the academic year.

AUTUMN SEMESTER 2022

ORIENTATION SEMINAR **SEPTEMBER 10-11**

REVIEW SEMINAR **OCTOBER 8-9**

FINAL SEMINAR **NOVEMBER 5-6**

EXAMINATIONS: **WEEK OF DECEMBER 12**

SPRING SEMESTER 2023

ORIENTATION SEMINAR **JANUARY 7-8**

REVIEW SEMINAR **FEBRUARY 11-12**

FINAL SEMINAR **MARCH 11-12**

EXAMINATIONS: **WEEK OF APRIL 17**





ADMISSIONS, ENROLMENT, FEES AND ACADEMIC CALENDAR

ADMISSION REQUIREMENTS

Applicants for Postgraduate Diplomas, Postgraduate Certificates, MA, MEconSc and MSc programmes must have a primary degree or equivalent qualification.

Applicants for the Doctorate in Governance should see the Participant Profile section on p.30.

Fees cover seminars, IPA texts, essential textbooks, and matriculation and examination charges. When fees are being paid by the participant's employer, the IPA will invoice the fee for each semester separately.

POSTGRADUATE DIPLOMA IN PUBLIC MANAGEMENT/ MA PROGRAMMES/POSTGRADUATE CERTIFICATES

Academic year: €5,200

Per semester: €2,600

POSTGRADUATE DIPLOMA IN BUSINESS AND MANAGEMENT

Academic year: €5,200

Per semester: €2,600

MSC IN BUSINESS AND MANAGEMENT

Academic year: €5,200

Per semester: €2,600

PROFESSIONAL CERTIFICATE IN GOVERNANCE

Academic year: €2,600

Per semester: €1,300

POSTGRADUATE DIPLOMA IN POLICY ANALYSIS

Academic year: €7,900

Per semester: €3,950

MASTER OF ECONOMIC SCIENCE IN POLICY ANALYSIS

Year One

(Postgraduate Diploma in Policy Analysis) See above.

Year Two

Academic year: €5,200

Per semester: €2,600

DOCTORATE IN GOVERNANCE

Academic year: €8,000.

Note on Fees: Fees may increase slightly from year to year. Where this occurs, continuing students will be charged the increased fee.

HOW TO APPLY

By Email (preferred method)

Please download and complete the application form on **www.ipa.ie** and email it, along with the items listed below, to **postgrad@ipa.ie**.

By Post

Alternatively, you can complete the application form at the end of this prospectus and, including the items listed below, return it by post.

What to Include (email or post)

Students must include the following with their application:

- Their **full** name (this is the name that will appear on any future award parchments).
- A copy of their degree or relevant qualification
- One passport-type photograph
- The semester fee

or

- A letter from their employer confirming that fees will be paid directly to the IPA

Places on the programmes are limited and demand for places is likely to exceed the number available. Consequently, you are strongly advised to apply as early as possible.

DOCTORATE IN GOVERNANCE APPLICATIONS

In addition to the application form, applicants should also provide:

- A copy of their CV
- Copies of degree certificates
- A covering letter detailing their reasons for applying
- Two references (one academic, one professional), which must be sent in sealed envelopes, signed on the back by the referee
- A letter confirming that the course fees will be paid by the student or a third party, e.g. the applicant's employer

DATA PROTECTION

The information provided by you as part of your application will be used and protected in full compliance with data protection legislation. The data is solely gathered for the purpose of supporting your education at the IPA. We do not share your data with third parties, except with the designated awarding body for the purpose of making an academic award. If you would like to receive occasional information on programmes relevant to your studies, please tick the box on the application form.

APPLICATION FORM 2022/2023

ATTACH
PHOTO

- The preferred method of application is by email. Download and complete an application form from www.ipa.ie and return it, along with the items listed below, to postgrad@ipa.ie

- Students can also, however, apply by post by completing this form and returning it to the address provided at the end of the form

PROGRAMME CHOICE

Please tick one of the boxes for the programme of your choice:

- Postgraduate Diploma in Public Management ☐
- MA - Public Management ☐
- MA - Local Government Management ☐
- MA - Criminal Justice ☐
- MA - Healthcare Management ☐
- MA - Financial Management ☐
- MA - Human Resource Management ☐
- MA - Leadership and Strategy ☐
- Postgraduate Diploma in Business and Management ☐
- MSc in Business and Management ☐

- Postgraduate Diploma in Policy Analysis ☐
- Master of Economic Science in Policy Analysis ☐
- Professional Certificate in Governance ☐
- Doctorate in Governance ☐

Postgraduate Certificate in:

- Human Resource Management ☐
- Financial Management ☐
- Criminal Justice ☐
- Healthcare Management ☐
- Local Government Management ☐
- Leadership and Strategy ☐

PERSONAL AND COMMUNICATION DETAILS (USE BLOCK CAPITALS)

Note: Email is the primary means of communication for all coursework and assessment matters. Students must notify the IPA of any change of email or correspondence address.

Surname Forenames

Middle name Title Gender: Female ☐ Male ☐

Date of Birth Nationality

Primary Email

Backup Email

Mobile Number Phone

Active Correspondence Address

EMPLOYMENT DETAILS (USE BLOCK CAPITALS)

Employer

Section Post/Grade

Full Office Address

Work

HOW DID YOU HEAR ABOUT THIS COURSE?

Please tick one of the boxes:

- IPA Brochure ☐ IPA Website ☐ Other Website (Please specify)
- National Press ☐ Regional Press ☐ National Radio ☐ Local Radio ☐
- Information/Open Day ☐ Training Officer at Work ☐ Friends/Colleagues ☐
- Other (Please specify)

ENROLMENT FORM 2022-2023 CONTD

QUALIFICATIONS

Academic/Professional Qualifications: Title _____
Awarding Institution _____
Level of Award _____

Classification: Pass ☐ Type of Honours: 1st Class ☐ 2.1 ☐ 2.2 ☐

Please forward a copy of your qualifications

Have you previously enrolled for Year 1 of these programmes? If so, tick one box and indicate the year you discontinued.

Postgraduate Diploma ☐ MA Public Management ☐ MA Local Government ☐ MA Healthcare ☐

MA Criminal Justice ☐ MA Financial Management ☐ MA Human Resource Management ☐

MA Leadership and Strategy ☐

Year _____ Spring ☐ Autumn ☐

SUBJECT ACCUMULATION

Are you taking the programme by **subject accumulation**? Yes ☐ No ☐

What subjects have you completed? _____

What subjects are you taking this year? _____

Are you **repeating** any of the subjects? Yes ☐ No ☐

If yes, which subjects? _____

FEES

Tick one box to indicate who will pay the fee: Self ☐ Employer ☐ Other ☐ (Specify) _____

If your fees are being paid by the employing organisation, the IPA will invoice the fee for each semester separately.

Name and address for invoice _____

Name of Authorising Officer (**PLEASE PRINT**) _____

Signature of Authorising Officer _____

Purchasing Order Number, if known _____

DECLARATION

Declaration I understand that the data provided by me in this application form will be used in full compliance with data protection legislation. For further information on the IPA's Data Protection Policies, please visit **www.ipa.ie**.

Signature Please sign _____

Date

If you would like to receive information on IPA programmes and activities, please tick this box ☐

Postal applications, along with the appropriate fee and required items, should be addressed to:

Graduate Studies, Institute of Public Administration, 57-61 Lansdowne Road, Dublin 4.

Phone: +353 (01) 240 3600

Email: postgrad@ipa.ie

Web: www.ipa.ie

ALL CORRESPONDENCE AND ENQUIRIES SHOULD BE ADDRESSED TO

Postgraduate Office
Whitaker School Of Government
And Management
Institute of Public Administration
57-61 Lansdowne Road
Dublin D04 TC62, Ireland

Telephone: +353 (01) 240 3600
Email: postgrad@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.