

# POSTGRADUATE 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 postgraduate 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 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 mainly delivered through a blend of distance education and weekend seminars, enabling students to study at a time and place of their choosing.

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 is 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 time studying with us, 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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*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) 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 together the Institute's education and research activities – offers around 70 nationally accredited qualifications. 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 50 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, so attending weekly lectures, even in the evening, can prove difficult. Most IPA postgraduate programmes are delivered through a blend of distance education and weekend seminars in Dublin. Students can, therefore, work toward a high-level qualification no matter where they live in the country. Students receive specially commissioned course material and all the essential textbooks for each of the subjects they take. They study at a time of their choosing and are assessed by means of assignments, exams and dissertations.

At weekend seminars, students meet their fellow classmates and attend lectures in all subjects. These lectures are delivered by leading academics and experienced practitioners. MA students attend six seminar weekends over the course of the academic year.

## 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 many of the programmes described in this prospectus.



## ACCREDITATION

The IPA is a recognised college of UCD. All the programmes described in this prospectus are accredited by UCD. 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 programmes described herein sit between levels nine and ten on the ten-point National Framework of Qualifications (NFQ).

## 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.

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### 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. It is delivered through blended learning.

### 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, HRM, or Marketing.

### 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.

### Masters 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, 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, residential seminars, and a research project, it is managed and taught by a team of acknowledged specialists and expert practitioners.

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## 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. The Library catalogue can be accessed from the IPA website, [www.ipa.ie/library](http://www.ipa.ie/library).

A range of electronic resources, databases and full text journals assist students in meeting their information needs. 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.

The most up-to-date information on opening hours is available at [www.ipa.ie/library](http://www.ipa.ie/library). It is advisable to check for any last minute changes, particularly at weekends and in the Summer, before planning a visit to the Library.

## WHY CHOOSE THE WHITAKER SCHOOL AT THE IPA?

- The Whitaker School is the national authority on public management issues and its programmes cover the subjects essential to career progression.
- 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 blend of distance education and weekend seminars, postgraduate programmes can be taken wherever a student lives or works.
- Students can specialise in the field of most relevance to them.
- Whitaker programmes are accredited by UCD.
- Located in the heart of Dublin 4, the IPA's Training and Education Centre provides facilities of the highest order.





# POSTGRADUATE PROGRAMMES

2016-2017



WHITAKER SCHOOL  
OF GOVERNMENT AND MANAGEMENT

*"As a Public Servant I gained significant benefit from my years with the IPA. My experience there has changed my outlook both professionally and personally." \**



# POSTGRADUATE DIPLOMA IN PUBLIC MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** One academic year.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016 and January 2017.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks, and course material), payable in two instalments. See p. 32 for more details.

## THE PROGRAMME

The Postgraduate Diploma in Public Management is a one-year, part-time programme that analyses public management issues using models and concepts from the social sciences and quantitative disciplines. It is both a stand-alone qualification and the first year of the MA programme.

The programme is divided into two semesters, each of which includes three subjects. Each semester is self-contained and the programme begins in both September and January. Students can specialise in a field of particular relevance to them. The programme is delivered through a blend of distance education and intensive weekend seminars at the IPA. Students that do not wish to take all three subjects in any particular semester can choose to study one or two on a phased basis.

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 distance education and weekend seminars, you can work toward a postgraduate qualification while remaining in full-time employment.

## PROGRAMME CONTENT

### Semester One (September - December)

#### Economics

Efficiency and effectiveness in the public sector, project appraisal, taxation, cost-benefit analysis, sources of funds, regulation, risk and expected return, financial policy, capital asset pricing, portfolio theory, efficient markets and public goods.

#### Managing Human Resources

Individual differences, motivation theory, group dynamics, communication in organisations, politics and conflict, human resource planning and resourcing, performance appraisal, training and development, corporate culture, organisational change and job design.

#### Finance

Annual financial statements, discounting and compounding, investment appraisal, cost and management accounting, standard costing, ratio analysis, management of cash, stocks and debtors, business planning and budgeting, auditing, public sector financial management and company valuations.

### Semester Two (January - April)

#### Organisation and Strategy

The nature and role of the State, pressures for change in states, models of policy-making, the limits of rationality, understanding organisations, contingency theory, markets, hierarchies, and networks.

### Research Methods

Research strategy and design, sampling, designing questionnaires, depth interviews, random variables, hypothesis testing and mathematical techniques for quantitative testing.

### Managing Service Delivery/Managing in Europe

Public service delivery in context, changing demands and challenges, quality management, consumerism, role of evaluation in public service management, devolved management in public service delivery and contracting.

Ireland in the global context, economic and monetary union, the EU budget, structural funds, social policy, competition policy and managing in an evolving Europe.

### ASSESSMENT

Students are assessed by means of assignments and final examinations.



“

*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:

Distance education supported by weekend seminars.

**DURATION:** Two academic years.

### INTERIM AWARD:

Postgraduate Diploma in Public Management.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 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. In the second year of the course, students write a dissertation on an issue germane to their work or environment. Students also attend a week-long seminar at the Louvain Institute for Ireland in Europe. 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.

The research methods module that students take in the first year helps prepare them for the dissertation year. With assistance from an IPA supervisor, students complete a dissertation on a subject they are especially interested in or one that features in their workplace.

## 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 distance education and intensive weekend seminars and workshops at the IPA. 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 course, students write a dissertation on an issue or topic that is germane to their work or environment. They also attend a week-long seminar at the Louvain Institute for Ireland in Europe in Belgium.

## ASSESSMENT

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

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“

*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*

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# MASTER OF ARTS - CRIMINAL JUSTICE

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** Two academic years.

### INTERIM AWARD:

Postgraduate Diploma in Public Management.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 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. Year two will normally only commence in autumn of each year. If you do not wish to take all three subjects in any particular semester, you 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 distance education and intensive weekend seminars and workshops at the IPA. 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

Theories of criminal behaviour (control theory, labelling theory, rational choice theory), environmental criminology and situational crime prevention, influences on crime (gender, class, location, race), forms of crime, violent and drug-related crimes and changes in crime rates in Ireland.

##### The Management of Policing

Distinction between police and policing, historical development of policing in Ireland, current functions of An Garda Síochána, global changes in policing, growth of non-governmental policing, role of the community in policing itself, the future of policing and how the provision of security might affect public policy.

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### **Criminal Sanctions and the State**

Rationale for criminal sanctions, sociological explanations for the development of modern punishment, expansion of criminal sanctions in Ireland from the 18th century, contemporary developments in the Irish penal system, sentencing, incarceration, alternatives to custody, the challenge of restorative justice and its implications for the criminal justice system, the sociology of prisons 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.

### **ASSESSMENT**

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





# MASTER OF ARTS - FINANCIAL MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** Two academic years.

### INTERIM AWARD:

Postgraduate Diploma in Public Management.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 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. Year two will normally only commence in autumn of each year. Students that 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 distance education and intensive weekend seminars and workshops at the IPA. 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

Value, risk, practical problems in capital budgeting, financing decisions and market efficiency, dividend policy and capital structure, options, debt financing, risk management, financial planning and mergers and acquisitions.

##### Public Sector Finance

Economics of tax, economics of debt, public financial procedures, evaluation of financial management reforms under Strategic Management Initiative, operational and service-based costing, cost variability, public sector budgeting, public expenditure reviews, financing of public sector capital expenditure programmes, public private partnerships and international developments in public sector finance.

### Governance and Audit

Financial reporting requirements in the public and private sectors, accountability, internal audit, financial governance requirements and regulations, internal control systems and risk management and VFM auditing and performance measurement.

### Semester Two

In the second semester of year two, students write a dissertation on a specific financial management issue.

## ASSESSMENT

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



# MASTER OF ARTS - HEALTHCARE MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** Two academic years.

### INTERIM AWARD:

Postgraduate Diploma in Public Management.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 for more details.

## THE PROGRAMME

The MA - Healthcare Management is a two-year, part-time programme that focuses on the issues that affect health and hospital services. It seeks to raise the level of analysis in healthcare management in Ireland and to equip participants with the knowledge and skills necessary to manage effectively.

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. If you do not wish to take all three subjects in any particular semester, you 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 work in health and hospital services. By placing healthcare issues within the broader public management field, it gives students an understanding of how healthcare management relates to other economic and organisational questions. The programme is delivered through a blend of distance education and intensive weekend seminars and workshops at the IPA. 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

Health systems and what shapes them; Understanding health policy formulation, implementation and evaluation; Irish health system structures; Current Irish health policies in acute care, primary care, social care and mental health; Funding mechanisms for health systems; Governance structures and processes; Current and future challenges for the Irish health system.

#### Leadership and Management of Healthcare Organisations

Organisational theory and systems thinking; Understanding organisational behaviour (culture, power and politics, conflict, groups and teams); Strategically managing organisational performance (strategic planning, workforce planning); Theories of leadership and management; The practice of leadership in healthcare; Leading change in healthcare organisations.

#### Quality in Healthcare

Structures and processes for quality in the health services, patient safety, quality assessment, clinical and organisational governance, clinical audit and evidence-based medicine.

#### Health Economics and Finance

The healthcare market, the demand for healthcare, issues in pricing health services, economic evaluation of healthcare, supply-side efficiency, case-mix and diagnostic related groups, programme budgeting, management accounting and control accountability.

### Semester Two

In the second semester of year two students write a dissertation on a specific healthcare management issue.

## ASSESSMENT

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



# MASTER OF ARTS - HUMAN RESOURCE MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** Two academic years.

### INTERIM AWARD:

Postgraduate Diploma in Public Management.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 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. Year two will normally only commence in the autumn of each year. Students that 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. As with the other MA programmes, students study through a blend of distance education and intensive weekend seminars at the IPA. 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

Strategic human resource management (HRM) frameworks, HRM and organisational strategies, HRM strategies in the public sector, recruitment and selection, training and development, performance and competencies appraisal, industrial and employee relations, reward management, evolving organisational environment, contemporary employment trends in the Irish context, strategic change management, negotiation and strategic partnerships.

#### Managing People

Individual diversity, attitudes and behaviour, perceptions, values and ethics, managing motivation and rewards, leadership and group dynamics, inter-group effectiveness, politics and authority influence, stress and conflict management, work-life balance, work patterns and performance management, discipline and performance control.

### Employment Law

Institutions of employment law, the contract of employment, individual protection, discrimination and harassments, 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 particular human resource management issue.

## ASSESSMENT

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

# MASTER OF ARTS - LEADERSHIP & STRATEGY

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** Two academic years.

### INTERIM AWARD:

Postgraduate Diploma in Public Management.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 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 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

Evolving perspectives of leadership, the psychology of leadership, leadership and influence, leadership and politics, moral and ethical leadership, social leadership, public sector leadership, commercial and entrepreneurial leadership.

##### Strategic Management and Analysis

The strategy process, visions and missions, formulating strategies, internal and corporate appraisal, external environmental analysis, analysis and evaluation of risks, structures and contingencies, stakeholders and interest groups, the strategic management of innovation.

##### Leadership & Strategy Implementation

Leadership and strategy formulation, strategic analysis and evaluation, leadership and the decision process, public and private sector leadership, policy formulation and implementation, the management of change, leadership and strategy implementation in a global context, ethics and social responsibility.

#### Semester Two

In the second semester of year two, students write a dissertation on a specific leadership and strategy topic.

## ASSESSMENT

Students are assessed on the basis of assignments, examinations and their dissertation.

# MASTER OF ARTS - LOCAL GOVERNMENT MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** Two academic years.

### INTERIM AWARD:

Postgraduate Diploma in Public Management.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 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. The second year of the course is divided into two semesters. In the first of these, students study three subjects essential to local government. In the second, students write a dissertation on a specific local government management issue.

## 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 distance education and intensive weekend seminars and workshops at the IPA. 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

#### Local Government Policy Formulation, Implementation and Evaluation

Local government policy development, the policy process in Ireland, local policy integration, understanding the central-local policy process and the local policy reform agenda.

#### Local Government Financial Management and Accountability

The financing of local government, budget management, financial governance, accrual accounting in local government, analysing capital projects and corporate governance.

#### Leadership and Management

Strategy and strategic thinking, developing strategies in the public sector context, leadership and learning in a strategic context, the concepts and practices of governance and quality and performance.

##### Semester Two

In the second semester of year two, students write a dissertation on a specific local government management issue.

## ASSESSMENT

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



# POSTGRADUATE CERTIFICATES

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** One academic year.

**ACCREDITATION:** UCD.

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

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €5,000 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 for more details.

- 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. 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.

## THE PROGRAMME

Postgraduate Certificates are one-year programmes in which students take the second year of IPA MA programmes. There are six options:

- Postgraduate Certificate in Human Resource Management
- Postgraduate Certificate in Financial Management

## ASSESSMENT

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



# POSTGRADUATE DIPLOMA/MASTER OF ECONOMIC SCIENCE IN POLICY ANALYSIS

## KEY FACTS:

**DELIVERY METHOD:** In the first year – the Postgraduate Diploma in Policy Analysis – students attend lectures on one evening and one full day over the course of the academic year and occasional tutorials. The second year – during which students attend scheduled seminars – is devoted to the preparation of a dissertation.

**DURATION:** One/two academic years.

**INTERIM AWARD:**  
Postgraduate Diploma in Policy Analysis.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 9 (Major Award).

**COMMENCES:** September 2016.

**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 €5,000 per annum. Fees include all matriculation and examination fees, all seminars, textbooks and course material, payable in two instalments. See p. 32 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 will also meet with their classmates on several occasions to discuss their research and their ideas.

## ASSESSMENT

The first year is assessed on the basis of exams 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:

Distance education supported by weekend seminars.

ACCREDITATION: UCD

PLACE ON NFQ: Level 9

COMMENCES: September 2016

**FEES:** The cost of the programme is €5,000 per annum (includes all textbooks, course materials, matriculation and examination fees, and all seminars), payable in two instalments. See p. 32 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 self-directed study and scheduled weekend seminars at the IPA campus in Dublin.

## 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:

Distance education supported by weekend seminars.

### ACCREDITATION: UCD.

### PLACE ON NFQ: Level 9 (Major Award).

### COMMENCES: September 2016.

**FEES:** The cost of the programme is €5,000 per stage (€10,000 total). Includes all matriculation and examination fees, all seminars, textbooks and course material, payable in two instalments. See p. 32 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 course is also divided into two semesters. Students choose to follow the HRM stream, the Financial Management stream, or the Marketing stream.

## HRM Stream

### Semester One

- Human Resource Strategy
- Managing People
- Employment Law

### Semester Two

Students write a minor dissertation on an agreed topic in HRM.

## Financial Management Stream

### Semester One

- Corporate Finance
- Governance and Auditing
- Financial Reporting and Decision-Making

## Semester Two

In the second semester, students write a dissertation on an agreed topic in financial management.

## Marketing Stream

### Semester One

- Consumer Behaviour and Relationship Management
- Creativity, Innovation and Marketing Research Strategies
- Marketing Communications and Brand Management in the Digital Age

### Semester Two

In the second semester, students write a minor dissertation on an agreed topic in marketing.

## ASSESSMENT

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



# PROFESSIONAL CERTIFICATE IN GOVERNANCE

## KEY FACTS:

### DELIVERY METHOD:

Distance education supported by weekend seminars.

**DURATION:** One academic year.

**ACCREDITATION:** UCD.

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

**COMMENCES:** September 2016.

**FEES:** The cost of the programme is €1,900 per annum (includes all matriculation and examination fees, all seminars, textbooks and course material), payable in two instalments. See p. 32 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 is a subject of 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 practice associated with decision-making and control in organisations.

Students receive comprehensive course material and attend seminars at the IPA campus in Dublin 4. 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 and to advance your own understanding of the principles and practice under which commercial, non-commercial, State and public benefit organisations operate. The well-publicised governance, ethical and audit problems that defined the global financial crisis 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)

## KEY FACTS:

### DELIVERY METHOD:

Directed study, residential seminars and a research project.

**DURATION:** 4 - 5 years.

**ACCREDITATION:** UCD.

**PLACE ON NFQ:** Level 10 (Major Award).

**COMMENCES:** September/October 2016.

**FEES:** The cost of the programme is €8,000 per annum.  
See p. 32 for more details.

## 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. It involves the study of various modules and the preparation of a research project.

## 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 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.

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 acknowledged 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
- Involves residential study sessions to facilitate learning and esprit de corps among participants and teaching staff
- 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 progress tutorials at each study session

### 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 weekend residential study sessions. 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.

### Residential Study Sessions

These sessions comprise lectures, seminars and workshops and are scheduled over three days for each module. The sessions provide participants with the opportunity to compare and exchange best-practice experience.

## YEARS ONE AND TWO

The first two years of the programme are devoted to nine modules including the following:

- Modernisation: Government and the Modern State
- Governance in Europe
- Governance and Regulation
- Economics and Governance
- Corporate Governance
- Governance, Policy and Implementation
- Research Methods

## 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. A module on Research Methods and Design is also provided.

### Programme Leader

**Dr Michael Mulreany**

**Course Director**

Institute of Public Administration

Lansdowne Road

Dublin 4

**Email:** [mmulreany@ipa.ie](mailto:mmulreany@ipa.ie)





# 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 normally possess a primary 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.

## FEES

Fees cover seminars, distance education manuals, 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. The study week abroad in year two of the MA in Public Management is not covered but will be determined on the basis of travel and accommodation costs.

### POSTGRADUATE DIPLOMA IN PUBLIC MANAGEMENT/ MA PROGRAMMES/POSTGRADUATE CERTIFICATES

**Academic year:** €5,000

**Per semester:** €2,500

### POSTGRADUATE DIPLOMA IN BUSINESS AND MANAGEMENT

**Academic year:** €5,000

**Per semester:** €2,500

### MSC IN BUSINESS AND MANAGEMENT

**Total:** €10,000

**Per stage:** €5,000

### PROFESSIONAL CERTIFICATE IN GOVERNANCE

**Academic year:** €1,900

**Per semester:** €950

### 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:** €5,000

**Per semester:** €2,500

### DOCTORATE IN GOVERNANCE

**Academic year:** €8,000. Fees cover all tuition costs and residential study sessions.

## HOW TO APPLY

Please complete the application form at the end of this prospectus and return it to the IPA, together with:

- One copy of your degree or relevant qualification
- One passport-type photograph
- The semester fee

or

- A letter from your 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.**

Successful applicants will receive further details prior to the commencement of the programmes.

### DOCTORATE IN GOVERNANCE

#### Enrolment

To apply for a place on the DGov programme please contact the Graduate Studies office at the IPA and request an application form. This should be completed and returned, together with:

- A copy of the applicant's CV
- Copies of degree certificates
- A covering letter detailing the applicant's 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



## ACADEMIC CALENDAR

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### AUTUMN SEMESTER 2016

ORIENTATION SEMINAR **FRIDAY 2 - SUNDAY 4 SEPTEMBER**

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REVIEW SEMINAR **1-2 OCTOBER**

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FINAL SEMINAR **5-6 NOVEMBER**

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EXAMINATIONS WEEK OF **5 DECEMBER**

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### SPRING SEMESTER 2017

ORIENTATION SEMINAR **FRIDAY 6 - SUNDAY 8 JANUARY**

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REVIEW SEMINAR **4-5 FEBRUARY**

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FINAL SEMINAR **4-5 MARCH**

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EXAMINATIONS WEEK OF **10 APRIL**

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## ENROLMENT FORM 2016-2017

## PROGRAMME CHOICE

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

Postgraduate Diploma in Public Management	<input type="checkbox"/>	Postgraduate Diploma in Policy Analysis	<input type="checkbox"/>
MA - Public Management	<input type="checkbox"/>	Master of Economic Science in Policy Analysis	<input type="checkbox"/>
MA - Local Government Management	<input type="checkbox"/>	Professional Certificate in Governance	<input type="checkbox"/>
MA - Criminal Justice	<input type="checkbox"/>	<b>Postgraduate Certificate in:</b>	
MA - Healthcare Management	<input type="checkbox"/>	• Human Resource Management	<input type="checkbox"/>
MA - Financial Management	<input type="checkbox"/>	• Financial Management	<input type="checkbox"/>
MA - Human Resource Management	<input type="checkbox"/>	• Criminal Justice	<input type="checkbox"/>
MA - Leadership and Strategy	<input type="checkbox"/>	• Healthcare Management	<input type="checkbox"/>
Postgraduate Diploma in Business and Management	<input type="checkbox"/>	• Local Government Management	<input type="checkbox"/>
MSc in Business and Management	<input type="checkbox"/>	• Leadership and Strategy	<input type="checkbox"/>

## PERSONAL DETAILS (USE BLOCK CAPITALS)

Surname  Forenames

Middle name  Title  Gender: Female  Male

Date of Birth  Nationality

Primary Email

Other Email

Mobile Number  Phone

Correspondence Address

Note: Students must notify the IPA of any change in their email or correspondence addresses

## 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	<input type="checkbox"/>	IPA Website	<input type="checkbox"/>	Other Website (Please specify)	<input type="text"/>
Public Sector Times Newspaper	<input type="checkbox"/>	National Press	<input type="checkbox"/>	Regional Press	<input type="checkbox"/>
Local Radio	<input type="checkbox"/>	Information/Open Day	<input type="checkbox"/>	Training Officer at Work	<input type="checkbox"/>
Other (Please specify)	<input type="text"/>	Friends/Colleagues	<input type="checkbox"/>		

# ENROLMENT FORM 2016-2017 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? \_\_\_\_\_

## FEEES

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

Signature of Applicant \_\_\_\_\_

Date of Application //

*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 \_\_\_\_\_

Applications for enrolment and completed application form with appropriate fee, along with photograph and copies of qualifications should be addressed to:

**Patricia Ryan, Graduate Studies, 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:** postgrad@ipa.ie or pryan@ipa.ie

**Web:** www.ipa.ie

## ALL CORRESPONDENCE AND ENQUIRIES SHOULD BE ADDRESSED TO

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Postgraduate 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: [postgrad@ipa.ie](mailto:postgrad@ipa.ie)  
[www.ipa.ie](http://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.