

# GBS Skills Career Pathway

Professional Development Programme  
in Global Business Services



Technology Ireland ICT Skillnet is co-funded by Skillnet Ireland and member companies. Skillnet Ireland is funded from the National Training Fund through the Department of Education and Skills.



An Roinn Oideachais  
agus Scileanna  
Department of  
Education and Skills







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"I see an accredited programme like this offering consistency across functional teams and providing us with support around career development. This will ensure that knowledge is shared, understood and kept up to date. These qualifications will be a huge help to us in proving the value that the business service centre creates and in helping us deliver top class customer service."

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## Programme Aims

The programme aims to develop the core knowledge, skills and competencies of the GBS talent pool in Ireland based on internationally recognised best practice. The programme has been developed through a unique collaboration of the Dublin Institute of Technology and The Hackett Institute, the professional education arm of The Hackett Group, supported and funded by Skillnet Ireland, IDA Ireland, American Chamber of Commerce in Ireland, Technology Ireland and their member companies. Together they have crafted a rigorous globally unique set of integrated academic qualifications, which will be easy for individuals to access and which are based on cutting-edge insights and best practices.

The success of Global Business or Shared Service organisations depends in large part on the knowledge, skills and capabilities of their staff. With the emergence of multifunctional GBS organisations in a knowledge-centric ecosystem, learning and development is imperative to attracting and retaining the best talent and creating and motivating high-performing teams.

Research shows that organisations, which provide focused and sustained learning opportunities that allow for both upward and lateral staff mobility, achieve 15% average savings over baseline costs and double their effectiveness rating in delivering high quality services.<sup>1</sup> Without proper talent management and learning programmes GBS organisations are finding it more difficult to show gains in areas such as efficiency, effectiveness and customer satisfaction, which have a direct bearing on future investment and progress.

This programme addresses these needs and provides four integrated courses, which together form a structured certification and talent development process aligned with current practice in GBS roles and career stages.

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<sup>1</sup> Global Business Performance Study, The Hackett Group.

The results of the programme are to support organisations and individuals so that –

Organisations can -

- Build core knowledge and skills based on best practice
- Attract and retain the best talent
- Improve productivity and service quality
- Develop high value skills and create an internal talent pipeline
- Enhance customer and employee satisfaction.

Individuals can -

- Enhance skills, knowledge and capabilities for current and future roles
- Acquire professional academic and internationally recognised qualifications
- Gain recognition and satisfaction from pursuing a clear and valued career path
- Develop a broader understanding and awareness of customer and business issues
- Enhance their performance through new working methods and digital technology enablers

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"Obtaining new professional qualifications brings a range of personal benefits. It gives you additional skills and expertise, improves your recognition within the organisations and opens up new prospects."

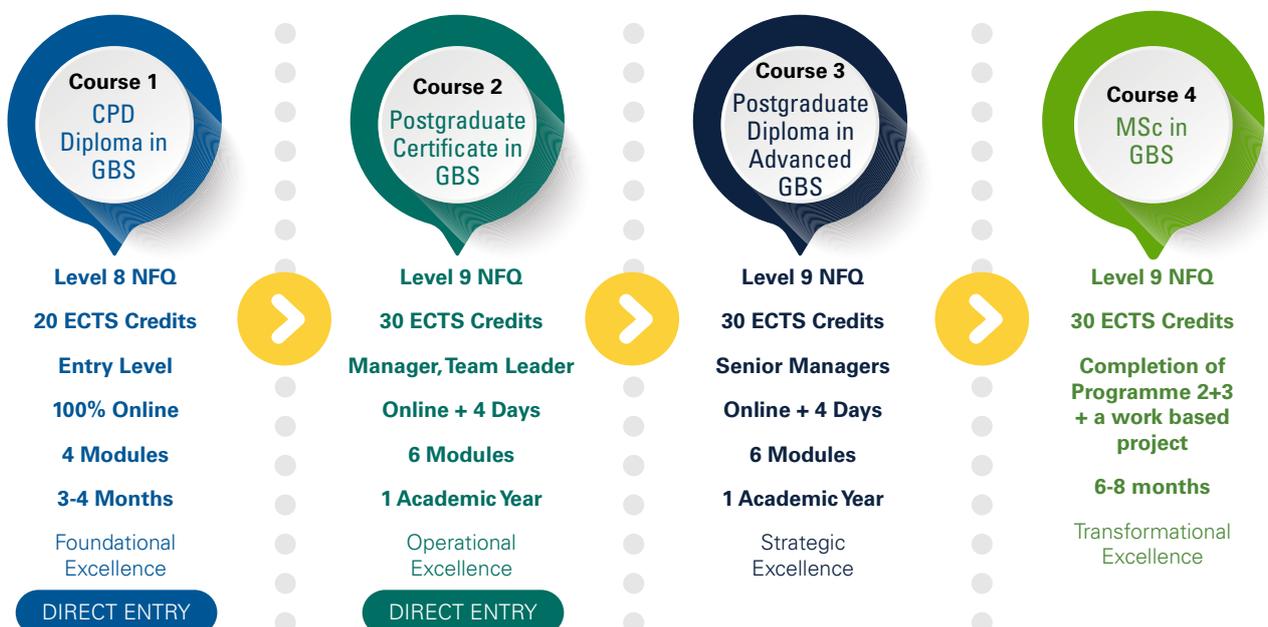
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The GBS Skills Career Pathway is a major national initiative, which aims to enhance Ireland's reputation as a centre of excellence in developing world-class GBS talent. This is the first fully accredited third-level education programme of its kind anywhere in the world.

## GBS Professional Development Programme Pathway

The professional career pathway creates four integrated new career development and certified higher education courses:

Figure 1: GBS Professional Career Pathway in GBS



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"IDA Ireland is delighted to facilitate and support this skills strategy. In conjunction with our client companies and partners we are confident that the vision and skills development path outlined, will enable the evolution of the GBS Sector in Ireland. This evolution will be backed by a suite of IDA supports and the commitment of the whole IDA team to assist our GBS clients in the process."

*Martin Shanahan, CEO, IDA Ireland*

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## Integrated Learning from A to Z

The programme is unique in being the first fully integrated educational programme, which allows someone to move from entry level in GBS all the way to a full Masters degree over three years and continue working at the same time.

## Flexible Entry Points

The structure also allows for flexible progression that aligns with learner development requirements from new entrant to senior management levels. It provides multiple entry points which enables learners to select the course appropriate to their career stage, role and experience.

## Online and Time Flexible

Over 80% of learning is online and course design and delivery allows for a flexible and time-efficient approach to learning, that suits the needs of organisations and individuals.

## Immediately Relevant

The content will be globally current and based on cutting-edge research of both DIT and The Hackett Group and the learning will be immediately applicable in the workplace.

## No Formal Examinations

Despite being academically and rigorously validated Level 8 and 9 courses on the National Framework of Qualifications (NFQ), there will be no examinations on any of the courses. Instead, formative assessment will measure participant learning and an impact assessment strategy will focus on the outputs participants have implemented in the workplace as a result of the learning.

## Knowledgeable and Credible

DIT (dating from 1887) is renowned in Ireland for the emphasis it places on delivering practical and hands on teaching designed to meet the needs of industry. The Hackett Group is renowned for its GBS specialised knowledge, benchmarking data and intellectual property, which has been proven to drive world-class performance.

## Rounded Capabilities

The Hackett Group's GBS best practices and DIT's College of Management strategy, human and organisational behaviour inputs result in a robust, multi-level curriculum programme, which develops both GBS competencies and human, leadership and organisational skills that are crucial to performing in the modern working environment.

## Four Key Strategies

This programme will be grounded in practice within companies, aligned to academic learning and accreditation, and allows for multiple entry points as part of a process of lifelong learning.

Each course is linked to one of four key development strategies:

**Foundational Excellence:** *The Continuing Professional Development Diploma* in Global Business Services will be accredited at Level 8 of the NFQ with 20 ECTS Credits. It will target associates working in Global Business Services operations, which are typically performing transactional or knowledge-based work. It represents a first stage of

education and professional development.

**Operational Excellence:** *The Postgraduate Certificate in Global Business Services* will be accredited at Level 9 of the NFQ with 30 ECTS Credits, will support team leaders and mid-level managers, and associates preparing for a role as a manager.

**Strategic Excellence:** *The Postgraduate Diploma in Advanced Global Business Services* will be accredited at Level 9 of the NFQ with 30 ECTS credits, and will support the development of senior managers and executives.

**Targeted Expertise:** Participants that have achieved the award of Postgraduate Diploma in Advanced Global Business Services will be permitted to submit a Major Consulting Project worth 30 ECTS, following which they will be eligible for the award *Master of Science in Global Business Services* at Level 9 of the NFQ. The Major Consulting Project allows learners to develop in-depth expertise in any particular area of the course (e.g. strategy, service delivery, governance, transformation management, etc.). The work-based project will align with the career development targets of the learner and will also support expert level human resource development for the Global Business Service enterprise.

## Long-Term Strategic Perspective

The Global Business or Shared Services (GBS) market is undergoing major change with disruptive technologies influencing the way GBS operates. Ireland has a unique opportunity to strengthen its position as a world leader in this field by creating the building blocks of GBS – services, technology and a highly skilled talent pool. The medium to long-term impact of this programme should therefore result in organisations being able to:

- Create a dynamic GBS workforce that can shift easily across functional process teams
- Build core knowledge and skills based on best practices
- Engage and retain key employees
- Be more agile and able to respond to change
- Better understand and respond to customer needs
- Enhance the participation of individuals in continuous lifelong learning.

"Ireland has a strong reputation as a location with a highly skilled, and flexible workforce. This programme focuses on accessing the inherent capabilities and empowering and equipping the GBS workforce with the skills required to excel in the changing business services landscape."

*Paul Healy, CEO, Skillnet Ireland*

### Value Proposition

The four core elements of this programme make a compelling value proposition for companies (See Figure 2 below).

This figure also points to higher returns for companies with strong talent management strategies in terms of equity, assets, earnings and profit. By far the largest value is to be found in retention. The cost of replacing a senior manager in a GBS organisation is estimated at a multiple of 220% of their annual salary, a mid range position at about 25% and an associate position at about 16% of annual salary.<sup>2</sup> To be able to retain high performing talent is therefore of enormous value to any organization, and this will be supported by participation on this programme.

### Value of Accreditation for Individuals

DIT's independent research confirms key benefits from offering pathways to accreditation on DIT's executive education programmes. The results identified the following benefits for individual students:

- An accredited postgraduate qualification is a strong motivator for almost 80% of DIT executive education learners to complete assignments. Given that the assessment strategy on this GBS Career Development Programme involves implementing learning in the workplace, this should prove to be an important enabler of learning at participant and enterprise level.
- An overwhelming majority of learners on DIT executive education courses (97%) use their assignment outputs in their workplace.
- Almost 80% of DIT executive education learners confirmed that an accredited qualification was important to them and a motivating factor for participating in the programme.

<sup>2</sup> CAP (Center for American Progress) 2012.

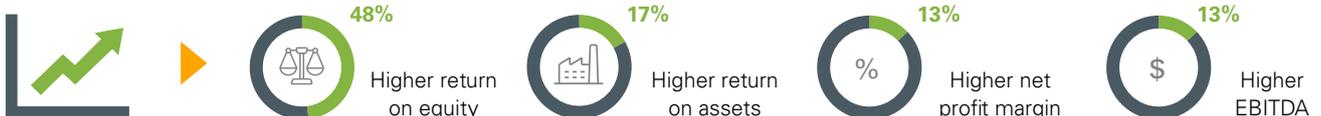
Figure 2: What Makes GBS Talent Management Different

## What Makes GBS Talent Management Different?

 <p><b>Demand management</b> GBS workforce needs to be flexible and knowledgeable to meet varying customer demand for services</p>	 <p><b>Retention</b> Effective talent management reduces uncontrolled attrition, lowers costs and provides more consistency in customer service</p>
 <p><b>Recruitment</b> Having an attractive value proposition provides an edge in competitive GBS locations</p>	 <p><b>Career development</b> Active preparation for career development to move people from role to role and business to shared services and vice versa</p>
 <p><b>Training</b> Is valued by employees, increases competencies, improves morale and productivity and the ability to add value to business customers</p>	 <p><b>Skills</b> Skills and competencies over and above technical skills are essential to successfully manage interactions with clients and deliver customer excellence efficiently</p>

### Getting it right matters

Talent management and enterprise performance are positively correlated



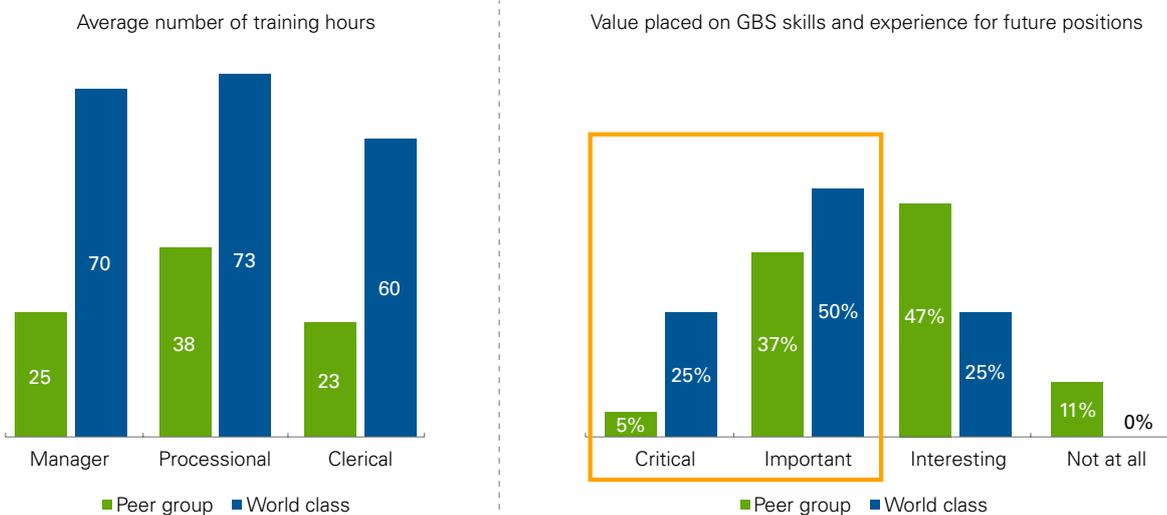
### Training Pays and Retains Future Talent

According to a Hackett Group Performance Study (Figure 3 below) World-class GBS organisations invest twice as many hours per annum than peer companies in learning and development. World class organisations are more successful in establishing cost effective solutions and are investing 12% more in learning & development for professional staff than peer organisations.

Moreover, skills acquired from working within a GBS organisation are truly transferable and highly sought after, such that the value placed on these skills for promoting from within for future positions was rated far higher among world class GBS organisations than among their peers.

Figure 3: Training as a Lever of Performance

### A key lever for outperformance, world-class GBS organizations place a major emphasis on training and education...and on promoting from within



Source: Hackett GBS Performance study

## Special Features of the Programme

Figure 4: Special Features of the GBS Skills Programme

- 01 **NO EXAMS. FORMATIVE ASSESSMENT** through assignments & enterprise outputs with personal action plans ✓
- 02 **BLENDED LEARNING:** Online, face-to-face, cases, exercises, discussions... ✓
- 03 **REFLECTIVE LEARNING** in context of learners own company ✓
- 04 **PEER LEARNING** opportunities online & in-person ✓
- 05 **TOOLBOX PROVISION:** to embed new behaviours, processes and practices ✓
- 06 **FLOW OF MODULE CONTENT** to avoid repetition and maximise participant experience ✓
- 07 **VIRTUAL LEARNING ENVIRONMENT (VLE)** via "Blackboard" ✓
- 08 **ALL CONTENT ON-DEMAND** before and after each module ✓
- 09 All **LIVE PRESENTATIONS** available on the VLE ✓
- 10 Online **LEARNING COMMUNITY** ✓
- 11 **HACKETT ONLINE CONTENT**, videos, Multiple Choice Questions, and reflective learning points ✓
- 12 **REGISTRATION AS DIT STUDENT** ✓
- 13 **REMOTE AND WALK-IN ACCESS TO DIT LIBRARY** ✓

"Ireland continues to attract talent but also needs to grow its own talent. This programme is a special opportunity to build the talent pool within GBS in Ireland. This will enable GBS organisations to move up the value chain, target rare high value skills and create an internal pipeline of talent, thus contributing to GBS growth and expansion."

*Caroline Brazil,  
Chair, Global Business Services  
Forum Ireland*

### Online Delivery and Blended Delivery

The courses will be delivered almost entirely online with a limited number of face-to-face workshops (see details under each course). Course materials can be accessed by the participants at any time from any location. Course materials will be delivered in short lessons, videos or tutorials that use case studies, scenarios and practical examples and engage participants in an interactive learning experience, which will incorporate an appropriate blend of thought leadership and best practice strategies, skills and processes.

### No Exams

There will be no examinations on any of the courses. Rather, the course assessment strategy aims to impact participant behaviour so that they implement learning during the life-cycle of the course. Formative assessment will also be used to measure participant learning. The assessment strategy is

designed around the production of a number of enterprise-focused outputs, that will demonstrate and measure the learning and also provide the company with high impact plans and process designs using GBS best practice frameworks, which can add value in real time.

Other assessments will provide an opportunity for learners to assess their personal strengths and weaknesses and generate corrective action plans. The richness in the variety of these outputs also serves to enhance the different skill-sets embedded through the programme, as well as advancing the cognitive processes and problem-solving capabilities appropriate to the level of each course.

Timely feedback in both oral and written forms will be provided to participants to assist them in a customised way on their learning journey, with particular regard to implementation. Assessments will be appropriate to the level of each course and will align with the learner's development needs.

### Course Induction

Each course incorporates an induction event which is delivered pre-course. This provides an overview of the course and information relating to course objectives, reflective learning modes, module duration and frequency, and assignment completion. An important part of the course induction will be a networking opportunity for participants.

### Peer Learning Opportunities

Participants greatly benefit from the experience of engaging with their peers to share knowledge, ideas and experiences and to gain insights in relation to pursuing objectives and overcoming challenges. Peer engagement will occur formally through in-module group exercises and informally at face-to-face workshops and through the virtual learning environment (VLE) platform.

### Virtual Learning Environment

Blackboard is DIT's selected Virtual Learning Environment for registered students. It will provide secure management of the course's learning resources along with a suite of e-learning tools, including discussion forums, webinar platform and email contact functionality.

### E-learning

Participants have access to a new knowledge centre with case studies, frameworks, performance metrics, webcasts, and cutting-edge research from The Hackett Group. The centre-learning platform supports participants through assessments and lifelong learning. The extensive online content provided by the Hackett Institute includes over 4,000 individual screens including high quality video content, Multi Choice Questionnaires, and reflective learning points. These flexible e-learning elements are not limited by the constraints of location and time.

### Learner Communities

Adding a social element transforms e-learning from an autonomous activity to an interactive one – enabling participants to learn not only from course materials, but also from each other. Learners will be asked to reflect on material relating to a module topic on the course discussion forum.

Participants post comments and respond to posts on each other's experiences, reflections and queries. These learner communities are created on the basis of cohort groups, to encourage greater engagement and reinforce peer learning opportunities.

## Remote Library Access

As DIT registered students, participants are provided with remote online access to the DIT library (in addition to walk-in access as required) service offering full-text peer-reviewed journal articles, newspaper articles, periodicals, journals, e-books, standards information, companies information and country / industry reports. In addition to these, students and staff can access other relevant databases and journals in the whole range of subject areas supported by DIT. Additional reading material will also be provided by the Hackett Institute and made available through the programme's virtual learning environment.

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"Ireland is uniquely placed to deliver opportunities across the GBS value chain through its skilled multi-cultural workforce with extensive language capabilities, and its track record of creative and entrepreneurial initiatives. This highly collaborative and innovative GBS Skills Strategy is further evidence of our sustained focus as a business community and as a Nation to improve our competitive advantage."

*Paul Sweetman,  
Director, Technology Ireland*

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## Background

Ireland is recognised as a centre of excellence for GBS and as a global leader in specialised talent and innovative business services. It has a unique opportunity to strengthen its position as the location of choice for large multinationals and indigenous Irish companies looking to expand existing GBS facilities or setting up new centres. Ireland can be a leading location globally for GBS as a result of its young, highly skilled talent pool, GBS experience and favourable economic environment. It can be a place where creative and talented people work harmoniously with technology, such as process automation, to build a GBS model that can truly power organisations' growth and transformation.

The origins of GBS lie in Shared Service Centres (SSCs), which were originally established with a strong focus on cost efficiency through centralisation and standardisation. SSCs allowed businesses to concentrate on their core activities while contributing to cost reduction. Now organisations want GBS to provide an enhanced customer experience for both internal users (business management, employees) and external users (suppliers, customers). In addition, they want a wider scope of activities that add value and enhance their digital operations; services that go far beyond the repetitive business tasks traditionally associated with shared services.

GBS is a significant employer in Ireland with over 200 GBS sites and some 40,000 employees. To remain in this position it is important that the focus for GBS within organisations shifts to higher value-add services, leveraging the opportunities created by digital influencers such as process automation, cognitive computing and artificial intelligence.

In May 2017 IDA Ireland published a strategic vision for the future of GBS. This report was supported by the Association of Chartered Certified Accountants (ACCA) and the American Chamber of Commerce in Ireland and facilitated by Accenture. A core design group of 15 mature GBS providers, who were part of the IDA Global Business Services Forum, were engaged in the development of the report to build a practical and impactful strategic framework and a roadmap for implementation.

A key finding in the report was the need for a major learning and development initiative to upskill the current GBS workforce and train new entrants to the sector to fill skills gaps in the current talent pool. Given the trend of staff entering global business services from what is generally a purely functional background, many firms are finding it challenging to provide the value-adding, customer-centric services required by today's ever more technologically dominated process environment.

In 2017 Technology Ireland ICT Skillnet engaged with IDA Ireland, the

Global Business Services Forum, the Global Strategic Services Group of the American Chamber of Commerce, a number of individual companies and a range of training providers in this space to undertake a learning needs analysis. This resulted in a decision to develop and deliver a structured learning and development programme to support and augment a comprehensive and integrated career progression path for individuals pursuing a long-term career in GBS. A consortium of the School of Management in the College of Business at Dublin Institute of Technology and The Hackett Institute were awarded the contract to deliver the programme following a public tendering process. This programme will be grounded in practice within companies, aligned to academic learning and accreditation, and allow for multiple entry points as part of a process of lifelong learning.

In this context we express our sincere thanks to the following (in alphabetical order) for their active and valuable contribution to this process:

Caroline Brazil (Accenture), Pat Brennan (Novartis), Alan Condon (Gilead), Denis Creighton (FEXCO), Yvonne Hill (Met Life), Damian Hilliard (Hertz), Cormac Kelly (Microsoft), Declan Kennedy (Pfizer), Fidelma McCarron (Pramerica), Mark McWalter (Pfizer), Frank Mullan (IDA Ireland), Shane Nolan (IDA Ireland), Colman O'Flynn (Dell EMC), Miriam O'Keeffe (American Chamber), Lar O'Neill (Integra Life), Maebh Ryan (IDA Ireland), Dara Voyles (Ingersoll Rand), Janet Walsh (Ingersoll Rand).

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"If we are to ensure that Ireland continues to be seen as a value destination for inward investment from countries such as the US, we have to develop our strategic capabilities even further including our technology and our expertise. There is no doubt this will result in many more opportunities for Ireland in this space."

*Miriam O'Keeffe,  
American Chamber of Commerce*

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# Course 1: Continuing Professional Diploma in GBS

## Who is it for?

This course is designed for entry-level associates, and consists of four foundational modules covering: Finance, Human Resources, Procurement / Supply Chain and Information Technology. The qualification addresses broad Global Business Service centre issues, including generic Global Business Service controls, tools and techniques, and focuses on service specifics.

## What Are the Entry Requirements?

The entry requirement will be the Irish Leaving Certificate with a minimum grade of O6/H7 in Maths and English. QQI/PLC/FETAC Level 5 entry routes will also be available.

## What Do You Get?

Graduates of this course will be eligible for the award *Continuing Professional Diploma in Global Business Services*. The course will be at Level 8 on the National Framework of Qualifications with 20 ECTS.

## How is it Delivered?

All course content for this course will be delivered online. The course will commence with a half-day induction event on site at the DIT Aungier Street Campus.

## What Will You Learn?

The course is structured into two main areas:

### 1. Generic Global Business Service controls, tools and techniques:

You will learn about

- The historical context and basic principles of global business service models
- Governance structures and control frameworks for Global Business Services
- Business processes and service management methods
- Business tools and techniques that can be used in a global business services environment

### 2. Service specifics

You will learn about

- Finance activities and processes in the context of global business services
- Human resource activities and processes in the context of global business services
- Information technology activities and processes in the context of global business services
- Procurement activities and processes in the context of global business services

## Course modules

Indicative content for each of the modules is set out below. Each module comprises 5 ECTS.

### Module 1: GBS Models and Governance

#### GBS models

- History of GBS
- Drivers of GBS
- Captives, on/off shore, BPO
- Business case for GBS
- GBS governance
- Governance structures
- Costing & pricing models
- Change enablers
- Governance of staff & data

### Module 2: GBS Management

#### GBS service management

- Process mapping
- Standardising processes
- GBS stakeholders
- Customer Focus (Internal/External)
- Service delivery management

#### Performance improvement

- Project management
- Service level agreements
- KPIs and benchmarking
- 4C model & Six Sigma

### Module 3: GBS Finance and HR Activities and Processes

#### Finance

- Order-to-cash
- Bank-to-Treasury
- Purchase-to-pay and T&E
- Account-to-report
- Business report to filing

#### Human resources

- HR services within a GBS
- HR support of change & business performance
- Role of HR in developing staff
- HR processes & activities

## **Module 4: GBS IT and Procurement / Supply Chain Activities and Processes**

### Information technology

- Main elements of IT systems
- Main activities in IT planning
- Key IT project activities
- Main activities in IT operations management

### Procurement / Supply chain

- Basic procurement processes & activities
- Strategic sourcing activities
- Tactical procurement processes & activities

# Course 2: Postgraduate Certificate in GBS

## Who is it for?

This course is aimed at centre managers with team lead responsibilities or those preparing for such a role. It is grounded in expert knowledge and will provide in-depth training on the key activities and skills required to run single or multi-functional teams within a GBS environment.

## What are the Entry Requirements?

Candidates who have already completed studies up to honours degree level (Level 8) are eligible to enter for the course. For those who do not meet this entry criterion, a non-standard entry pathway is available and is detailed in the section under Recognition of Prior Learning on Page 24.

## What do you get?

Graduates of this programme will be eligible for the award *Postgraduate Certificate in Global Business Services*. The course is a Level 9 postgraduate certificate course on the NFQ with 30 ECTS.

## How is it delivered?

The majority of module content will be delivered online with an additional 4 days face-to-face module delivery at DIT Aungier Campus.

## What Will You Learn?

The course is structured into four main areas:

Your will learn about

### 1. Strategy and Information

- GBS operations in the context of business strategy, GBS models and best practices
- Information: GBS objectives, developing SLAs & KPIs and explaining requirements for GBS reporting

### 2. Placement and process

- Service Placement: Placement of services (corporate, shared services, business units, etc.)
- Process Sourcing: Strategy for captive vs. outsourced sourcing, location selection and site build-out
- Process Design and Enabling Technologies: Process designs, SOPs, process and technology migration and improvements

### 3. Organisation and governance

- Skills and Talent: GBS staffing, developing teams and people capabilities
- Organisation: Developing organization models and detailed organization charts
- Governance: Governance models and accountability

#### 4. Service and transformation management

- Service Management: Service management, pricing, managing supply and demand, talent management, business continuity management and continuous improvement
- Transformation Management: Transformation management strategy, stakeholder management and transformation projects

### Course Modules

Indicative content for each of the modules is set out below. Each module comprises 5 ECTS.

#### Module 1: Service Management and Systems of Work Service Management

- Customer satisfaction
- Business continuity planning
- Continuous improvement
- Cross-functional collaboration
- End-to-end process awareness

Systems of work

- Lean and agile
- Quality management standards
- Quality measures and metrics

#### Module 2: Data Analytics and Data Management Data Analytics

- Foundations in data analytics
- Finance process analytics
- Pricing, sales performance and promotion analytics
- Consumer lifecycle analytics

Data management

- Data architecture
- Data processes
- Data control
- Data security
- Data storage
- GDPR and data protection legislation

#### Module 3: Change Management and Team Planning Change Management

- Business case
- Communications in change management
- Dealing with resistance

#### Skills and Talent

- Staffing planning
- Recruiting

#### Team and relationship management

- Developing teams
- Cross-cultural consideration
- Optimising teams

### **Module 4: Strategic Alignment and Transformation Strategic Alignment**

- GBS operations
- GBS models and scope
- Objective setting

#### Transformation management

- Baselining and opportunity assessment
- Business cases
- Optimisation
- Transition support

### **Module 5: Process and Governance Process**

- Detail design and SOPs
- Technology implementation
- Process improvement
- Process collaboration

#### Governance

- Governance implementation
- Process ownership

### **Module 6: Service Delivery Information**

- SLAs and OLAs
- Target setting

#### Service delivery

- Contracting and negotiation
- Service placement trends
- Monitoring and achieving targets

# Course 3: Postgraduate Diploma in Advanced GBS

## Who is it for?

The qualification addresses the needs of the GBS management team and senior stakeholders, who need to have an advanced understanding of Global Business Services.

## What are the Entry Requirements?

Candidates must have successfully completed the Postgraduate Certificate in Global Business Services to be eligible to enter for this course. Completion of the Postgraduate Diploma Advanced Global Business Services further qualifies the learner to proceed, if they so wish, to complete a capstone project and obtain the award of a MSc in GBS.

## What will you get?

Graduates of the programme will be eligible for the award *Postgraduate Diploma in Advanced Global Business Services*. The course is a Level 9 postgraduate diploma programme on the NFQ with 30 ECTS.

## How is it delivered?

The majority of module content will be delivered online with an additional 4 days face-to-face module delivery at DIT Aungier Campus.

## What Will You Learn?

The course is structured into four main areas:

You will learn about

### 1. Strategic alignment

- Strategic Alignment: Development of a strategy, vision, goals and objectives for GBS aligned to business strategy
- Information: Setting GBS objectives, developing KPIs and explaining requirements for GBS reporting

### 2. Service delivery – placement and process

- Service Placement: Placement of services – corporate, business services, business units, etc.
- Process Sourcing: Location strategy, location selection and evaluating sourcing options
- Process Design and Enabling Technologies: Process designs, controls framework, process and technology migration and improvements

### 3. Service delivery – leadership, organisation and governance

- Leadership: Setting strategic direction, team formation and delivering results
- Skills and Talent: GBS staffing, competencies and skills, training and talent management
- Organisation: Development, design and roll-out of the GBS

organisation model

- Governance: Design and implementation of GBS governance and process ownership

#### 4. Service and transformation management

- Service Management: Service strategy, service design, service operations and continuous improvement
- Transformation Management: Transformation management, programme and change management plans

### Course Modules

#### Module 1: Process Sourcing and Governance Process Sourcing

- Location strategy
- Sourcing strategy
- BPO partnerships

Process governance

- Process design
- Enabling technology
- Process maturity
- Governance implementation
- Process ownership

#### Module 2: GBS Strategy Strategic alignment

- GBS strategy
- Vision and mission
- Goals and objectives

Information

- KPIs
- Information reports and dashboards

#### Module 3: Services Management Service strategy

- Service design
- Service operations
- Continuous improvement

Service delivery

- Best practice service models
- Scope expansion
- Benchmarking to drive performance
- Performance scorecards

### **Module 4: Financial/Analytics Decision Making Advanced Financial Accounting**

- Interpretation of key financial data and trends
- Planning and forecasting
- Business case development
- Profitability analysis

#### Data analytics

- Decision making with data analytics
- Measuring impact and effectiveness
- Customer interaction and analytics

### **Module 5: Leadership and Management Leadership**

- Setting strategic direction and creating alignment
- Risk & Opportunity
- Planning and Organising
- Building and sustaining relationships
- Team formation and management
- Delivering Results

#### Transformation management

- Optimisation
- Programme and change management
- Assessment
- Design

### **Module 6: Human and Organisational Issues Skills and talent**

- Creating a talent pipeline
- Recognition and rewards
- GBS culture development
- Talent management
- Cross-cultural considerations

#### Organisation

- Organisation models
- RACI and retained organisation

## Course 4: Master of Science in GBS

### Who is it for?

The qualification addresses the needs of the GBS management team and senior stakeholders who need to have an advanced and specialised understanding of global business services.

### What are the Entry Requirements?

Candidates must have successfully completed the Postgraduate Diploma in Global Business Services to be eligible to enter for this course.

### What will you get?

On successful completion of the Major Consulting Project, which is the focus of this course, learners will be eligible for the award of *Master of Science in Global Business Services*.

### How is it delivered?

The learner will scope and agree a consulting project with a sponsor in their organisation. Project deliverables will include practical recommendations and action plans that will facilitate potential organisational impact from the project. The project will build from the learning achieved in earlier courses. The project has the capacity to develop a host of skills and competencies for the learner, including, but not limited to:

- Problem solving
- Project scoping
- Creativity techniques
- Internal consultancy
- Evidence-based management practice
- Analytical skills
- Business research skills
- Strategy development
- Communication
- Planning

The design and scope of the Major Consulting Project will be sufficiently flexible to permit inclusion of significant and potentially game-changing projects for the participant organisations. They will also allow the learner to select a project with sufficient focus, which will enable them to increase their level of expertise in the area of investigation. Ideally this focus will align with their career planning objectives and their organisation's HR Development objectives.

It will be a requirement that the project is agreed by the sponsoring organisation. This is essential to ensure commitment of the organisation during the Major Consulting Project and provide assurance that the project has meaningful value for the company.

**Advisory Support:** Programme participants will have the support of experienced project advisors from the DIT College of Business faculty. Advisory support will be provided through a series of face-to-face meetings, online meetings and telephone support.

**Training Support:** At the outset, training will be provided on processes for scoping the Major Consulting Project. It is anticipated that the learner will have identified several potential projects from their participation on the previous courses. The training and advisory support will allow the learner to use a structured process for selecting and scoping their project. As appropriate to the final selection of project format, learners will also undertake workshops in Business Research Methods and Consulting Skills to provide them with practical skills to manage their projects. This training will be delivered through a mix of in-class and online webinars.

**Project Assessment:** Project assessment will be based on: (i) Scoping and Proposal; (ii) Final Project Report; (iii) Project Impact Plan; and (iv) Reflective Learning Report.

### Recognition of Prior Learning (RPL)

Participants who have not completed the standard entry requirements for a postgraduate level programme (i.e. Honours degree) will have the option to apply as a **non-standard applicant**. In these cases, there will be recognition of prior learning, whereby accredited education and training that they have received to date will be amalgamated with their work experience to determine whether their prior experiential learning is equivalent to an honours degree and that they may register for postgraduate course.

For the purposes of this programme, RPL will be applied to facilitate entry to individual courses, where the applicant may not meet the standard entry requirements. It will also be used in the consideration of advanced entry to a course at a stage beyond the first stage (e.g. module exemptions).

### Academic Awards

As full awards of the Dublin Institute of Technology, each of the courses will be governed by the Dublin Institute of Technology Quality Enhancement Framework. To successfully complete each course and be eligible for its award, they must: (i) complete and submit assignments by agreed dates; (ii) achieve a pass mark in each module; and (iii) achieve an overall pass mark for the overall programme.

A graduation ceremony for the Continuing Professional Development Diploma in GBS will take place at the DIT Aungier Street Campus or other such suitable campus (e.g. DIT Grangegorman).

The graduation for the full award programmes (PG Certificate, PG Diploma and Master of Science) will be part of the formal College of Business DIT graduation event, which currently takes place at Saint Patrick's Cathedral in Dublin. Students who receive first place in their respective programmes will be eligible for the DIT Gold Medal award.



DIT Executive Education Programme  
Graduates at St. Patrick's Cathedral, Dublin

## Hackett Institute Accreditation

In addition to the DIT programme accreditation, learners, who complete each of the proposed Courses (1 to 3), will also receive the Hackett Institute certification. With over 250 companies currently participating in the Hackett Institute Certified GBS Professionals Programme, this certification is increasingly becoming the industry standard. This structured training programme offers individual certifications that align to career stages or experience.

Figure 4: Hackett Institute GBS Professionals Programme



## Applications

Applicants for any of the courses should in the first instance complete an application form which may be obtained directly from Technology Ireland ICT Skillnet via email to [gbs@ictskillnet.ie](mailto:gbs@ictskillnet.ie). Where a company has a number of applicants for a particular course they may first discuss how best to process the applications and also if a discount may be available for larger numbers.

## About Technology Ireland and Technology Ireland ICT Skillnet

Technology Ireland is the technology sector association of Ibec. Representing over 200 members, we advocate on behalf of Ireland's indigenous and foreign direct investment (FDI) technology companies. We work to ensure Ireland is the most competitive location in the world to grow successful technology businesses. Our mission is to make Ireland a global technology powerhouse.

Established in 2005, Technology Ireland ICT Skillnet is promoted by Technology Ireland, the largest business organisation representing Ireland's tech sector. The network aims to ensure that Irish ICT companies remain competitive and are at the cutting edge of technology. This network has a strong track record in the development of new programmes that address advanced technical skill sets including recent new Masters programmes in Artificial Intelligence, Cyber Security, DevOps and IT Architecture.

## About DIT and the College of Business

With a history dating back to 1887, Dublin Institute of Technology (DIT) is one of the largest University-level Institutions in Ireland with independent degree awarding powers to doctoral level, DIT combines the academic excellence of a traditional university with professional, career-oriented learning, preparing graduates for productive leadership roles. The core values reflected in our mission emphasise student-centred learning, useful knowledge, rigorous processes of discovery and critical enquiry, and support for entrepreneurship and diversity. DIT is renowned for the applied nature of its teaching and learning. Strong links and regular interaction with industry and the professions allow DIT to tailor its programmes on the latest global trends and needs.

DIT is ranked in the top 4% of universities internationally by THES and QS. It has also been ranked in the THES Top 100 Young Universities. The College of Business is ranked as a 'Three Palm' Business School by Eduniversal confirming that it is a 'an excellent business school with international impact'. The College of Business has also achieved the prestigious Association of MBA (AMBA) accreditation for its Executive MBA programme.

The College of Business has established itself as one of the largest executive education providers in Ireland. These programmes are delivered through partnerships with professional bodies, collaborations with industry networks, and directly to enterprises. Corporate clients of the College include or have included Musgraves Group, Intel Ireland, the Technology Ireland ICT Skillnet Software Skillnet, Irish Aviation Authority, Enterprise Ireland, Allied Irish Bank, Aer Rianta, Technology Ireland ICT Skillnet, IBEC, Ericsson, the National Procurement Service, Spar Group, Oracle and InterTrade Ireland.

## About the Hackett Institute

The Hackett Institute is the professional development arm of The Hackett Group. We offer professional education in traditional and emerging business areas. Our professional education programmes are rooted in both action and academics: grounded in real-world implementation experiences and informed by unmatched intellectual property derived from our benchmarking data, proprietary research and Best Practices Intelligence Center™.

Our professional education programmes include the Certified GBS Professionals and Certified Enterprise Analytics Professionals programs. We

also offer stand-alone master classes, designed for specialized professional development, such as robotic process automation.

The Hackett Group (NASDAQ: HCKT) is a publicly quoted intellectual property-based strategic consultancy and leader in best practice advisory, benchmarking, and transformation consulting. The Hackett Group has completed more than 15,000 benchmarking studies with major corporations and government agencies, including 97% of the Dow Jones Industrials, 89% of the Fortune 100, 87% of the DAX 30 and 59% of the FTSE 100.

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An Roinn Oideachais  
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