



TUS

**Technological University of the Shannon:
Midlands Midwest**
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Faculty of Business & Hospitality

Department of Business & Management

Report of Differential Validation Panel

Differential Validation Panel, 20th October 2025

for the

Master of Business in Innovation and Sustainable Business Strategy

**Postgraduate Diploma in Business in Innovation and Sustainable Business
Strategy**

Contents

- 1.0 INTRODUCTION 3**
- 2.0 GENERAL INFORMATION 3**
 - 2.1 Higher Education Provider..... 3**
 - 2.2 Programmes Evaluated 3**
 - 2.3 External Validation Panel of Expert Assessors..... 3**
 - 2.4 Institute Staff 4**
 - 2.5 Documentation..... 4**
- 3.0 FINDINGS AND RECOMMENDATIONS OF EXTERNAL VALIDATION PANEL..... 5**
 - 3.1 Main Findings..... 5**
 - 3.2 Conditions 5**
 - 3.3 Recommendations 5**
 - 3.4 Commendations and Observations 6**
- 4.0 APPENDIX 7**

1.0 INTRODUCTION

This report outlines, in summary form, the proceedings of the differential validation visit for the proposed:

- Master of Business in Innovation and Sustainable Business Strategy
- Postgraduate Diploma in Business in Innovation and Sustainable Business Strategy

and the findings and conclusions of the Panel held on 20th October 2025. The validation was undertaken in accordance with TUS Academic Regulations. A differential validation panel makes an independent impartial judgement on a programme proposal.

2.0 GENERAL INFORMATION

2.1 Higher Education Provider

Institute: Technological University of the Shannon
Faculty: Business and Hospitality
Department: Business and Management
Date of Visit: 20th October 2025

2.2 Programmes Evaluated

Programme	Master of Business in Innovation and Sustainable Business Strategy
Award Title	Masters
NFQ Level	Level 9
ECTS Credits	90
Delivery Mode	Full time
Proposed Start Date	2026
Duration	1 year

Programme	Postgraduate Diploma in Business in Innovation and Sustainable Business Strategy
Award Title	Postgraduate Diploma
NFQ Level	Level 9
ECTS Credits	60
Delivery Mode	Full time
Proposed Start Date	2026
Duration	1 year

2.3 Differential Validation Panel of Expert Assessors

<u>Name</u>	<u>Affiliation</u>
Prof. Marie Parker-Jenkins (Chair)	Emeritus Professor of Education, UL.
Dr John Murray	Senior Lecturer, TU Dublin
Carole Green	Regional Manager, Midlands Region IDA
Kamal Jeet Kaur	Former Enrolled Learner
Dr Sarah O'Toole	Secretary to Panel
Amanda Ryan	Quality Officer

2.4 Institute Staff

Dean of Faculty of Business & Hospitality	Seadna Ryan
Head of Department of Business & Management	Alison Sheridan
Programme coordinator	Dr. Teresa O'Hara

Programme Team:

Brian Toolan, Barry O'Loughlin, Jason Palframan, Stephanie Duffy, Sinead O'Connell

2.5 Documentation

1. Existing and Proposed Programme Documents.
2. Summary of Rationale for the Proposal.
3. Summary of Comparative Programme Changes.
4. TUS Policy and Procedures for Differential Validation Policy of a Major Award.

3.0 FINDINGS AND RECOMMENDATIONS OF EXTERNAL VALIDATION PANEL

3.1 Main Findings

The Panel of Assessors recommends approval of the proposed:

- Master of Business in Innovation and Sustainable Business Strategy
- Postgraduate Diploma in Business in Innovation and Sustainable Business Strategy

3.2 Conditions

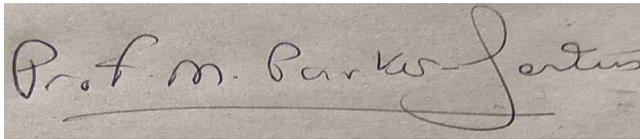
No conditions apply.

3.3 Recommendations

- 1) Consider how the marketing and promotion of the programme will refer to relevant topics such as AI, cybersecurity etc and how the programme team intend to position this programme within a competitive market.
- 2) Highlight the career prospects and job opportunities that graduates may move into to help clarify the significance of the programme.
- 3) Consider the delivery of the programme for a part time study in a further programmatic review.
- 4) Consider the existence of overlap between the modules and where this is justifiable e.g. the importance of ethics which permeates the programme.
- 5) Consider renaming the module Information Systems for Managers to be more reflective of current challenges, technological changes and concepts as part of the next programmatic review.
- 6) Ensure arrangements for the repeat assessments are clearly outlined in the programme documentation.
- 7) Review the reading resources within the modules to ensure the most recent and relevant literature is referenced.

3.4 Commendations and Observations

- 1) The panel commends the programme team on the clear and comprehensive documentation including the rationale and the comparative mapping documents.
- 2) The panel commends the programme team who demonstrated a clear understanding of aligning the changes of the modules with the previous recommendations.
- 3) The panel commends the programme team for the engaging discussion and the responses to questions from the panel.
- 4) The panel commends the programme team for their understanding of important issues such as AI, cybersecurity etc and their use of real-world case studies to explore these challenges.

A rectangular image showing a handwritten signature in dark ink on a light-colored, textured paper. The signature is written in a cursive style and reads "Prof. M. Parker-Jentus".

Signature of Chairperson

Date: 24/10/2025

4.0 APPENDIX

9.00am PRIVATE MEETING OF ASSESSORS

The Chairperson, Professor Marie Parker Jenkins welcomed all members and outlined the purpose and context of the meeting and noted that the panel acts on behalf of the Academic Council to validate new programmes for the University. The Chairperson asked panel members to introduce themselves and to detail their areas of expertise.

The panel members were asked for their initial observations of the programme.

All of the panel members agreed that the documentation was well presented. They commended the programme team on their understanding of issues such as AI and cybersecurity, noting the use of use of real-world case studies to explore challenges.

It was noted that there was a degree of overlap between the modules. The programme team would be asked to review this.

9.45am MEETING WITH SENIOR MANAGEMENT

TUS Senior Management was represented by Seadna Ryan, Dean of Faculty of Business & Hospitality and Alison Sheridan, Head of Department of Business and Management. Dr. Teresa O'Hara, programme coordinator, also joined the meeting.

The panel and team introduced themselves. The Chairperson thanked TUS for the invitation to review the proposed programme.

Alison Sheridan gave a presentation outlining the composition, structure and strategic focus of the Faculty. She confirmed that there is a programme team in place and there are no issues regarding staffing or resources for the programme.

There was a discussion on the marketing and positioning of the programme. It was accepted that the programme documentation be reviewed in order to give more clarity and guidance to the students. Further, the documentation should highlight the career prospects and job opportunities for students.

10.15am MEETING WITH PROGRAMME TEAM

The Chairperson welcomed the programme team to the meeting. Members of the team and the panel introduced themselves.

A short discussion followed with the panel recommending as part of the next programmatic review the team should consider delivering the programme on a part time basis, thus ensuring the sustainability of the programme.

Further, in relation to the module, Management Information Systems, the panel suggest reviewing its title in order for it to be more reflective of current challenges, technological changes and concepts.

The team were requested to review the repeat assessment arrangements. In relation to the reading resources the panel asked that the most up to date relevant literature is referenced.

11.15am PRIVATE MEETING OF ASSESSORS

The panel reviewed and discussed the contributions of Management and the Programme team.

The panel indicated that they would be happy to approve the programmes and there would be no conditions specified. A number of recommendations are documented in Section 3.3 of this report. The panel noted their commendations, which are outlined in Section 3.4 of this report.

12.00pm MEETING WITH SENIOR MANAGEMENT

In the concluding session, the Chairperson of the External Validation Panel, Professor Marie Parker Jenkins briefed Seadna Ryan, Dean of Faculty of Business & Hospitality, Alison Sheridan, Head of Department of Business and Management and Dr. Teresa O'Hara, on the outcome of the day.

The Chairperson, Professor Marie Parker Jenkins noted that the panel were happy to approve the proposed programmes. The Chairperson then provided an overview of the recommendations and commendations to the team.

The panel commended the programme team for the clear and comprehensive documentation and the positive engagement from the programme team.

Mr Seadna Ryan expressed his thanks to the panel members and secretary for their guidance and positive evaluation. He also acknowledged the work of Alison Sheridan, Teresa O'Hara and the programme team. Alison Sheridan thanked the panel for their valuable input.

The Chairperson thanked the panel members and the TUS programme team and wished everyone well.

12.15pm CONCLUSION

The external validation visit concluded.