

## QUALITY REVIEW FOLLOW-UP MEETING

### DEPARTMENT OF MANAGEMENT & MARKETING

#### Introduction

A meeting to discuss progress made in implementing recommendations for improvement arising from the review of the Department of Management and Marketing was held on 13 November 2007.

Present: Professor Denis Lucey, Acting Head, College of Business and Law  
Professor Neil Collins, Dean, Faculty of Commerce  
Professor Sebastian Green, Head, Department of Management & Marketing  
Ms Judith Muir, Department Manager, Department of Management & Marketing  
Dr Norma Ryan, Director, Quality Promotion Unit  
Ms Deirdre O'Brien, Administrator, Quality Promotion Unit

#### Abbreviations

*PRG: Peer Review Group*

*VP: Vice-President*

*QPC: Quality Promotion Committee*

*QIP: Quality Improvement Plan*

*HR: Human Resources*

*BL: Business & Law*

*AC: Academic Council*

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov '07</b>
That the Department give further consideration to the setting of strategic objectives and develop a five-year plan for their implementation.	Recommendation strongly endorsed.  QPC recommended that the Department needs to develop its strategic plan within the context of the current staffing complement of the Department and the College of Business & Law, in addition to planning for additional staff.	Ongoing  The Department has developed a Strategic Plan.  The Department has developed a Masters in International Business, which has been approved by Academic Board and Academic Council. Delivery of the programme is delayed pending the approval for and appointment of a Senior Lecturer in International Business.  The Department is concerned that the vacant position of Associate Professorship in Management is re-established as soon as possible. This is of some urgency for the Department in terms of its immediate and future strategic planning objectives.

PRG Recommendation	QPC Recommendation	Follow-up Report Nov '07
<p>That the Department should develop a clearer organisational structure.</p>	<p>Recommendation strongly endorsed.</p> <p>The QPC wishes to see details of the organisational structure included in the next submission to the QPC and terms of reference for departmental committees, all to be included in the QIP.</p>	<p>Implemented</p> <p>The Department developed an organisational chart, included in their QIP.</p>
<p>That the Department engages in more active and transparent workload planning to facilitate development of research programmes by all staff.</p>	<p>Recommendation strongly endorsed.</p> <p>QPC requested details of the workload model and its implementation in the next submission to the QPC.</p>	<p>Ongoing</p> <p>The Department has adopted a detailed workload allocation model. Every staff member has a target number of hours (1,600) to reach in a year. The Head of Department is not satisfied with the model adopted by the Department but agreed it did lead to more transparency than had existed heretofore. The department is continuing to review the model adopted with the possibility of amending it.</p>
<p>That the Department should put in place a reporting system so that staff be regularly informed of the budgetary position.</p>	<p>Recommendation endorsed.</p> <p>QPC requested that the schedule for departmental meetings for 06/07 be included, <i>inter alia</i>, in the QIP to be submitted.</p>	<p>Implemented</p>
<p>That the Chair in Marketing should be filled as a first priority to lead the existing staff in the Department</p>	<p>Recommendation endorsed.</p> <p>QPC referred this recommendation to the Head of College of BL for action. QPC did not endorse the departmental recommendation that a Chair in Management be filled at this point in time.</p>	<p>Implemented</p> <p>The Chair in Marketing is expected to be filled in 2008.</p>
<p>That additional senior staff in the specific areas of management, organisational behaviour and human resources should be appointed.</p>	<p>QPC noted this recommendation and suggested that the recommendation is examined in the context of the Strategic Plan for the College of BL. Priorities need to be established which will lead to identification of areas where senior appointments are needed and appropriate.</p>	<p>Ongoing</p> <p>A number of senior appointments are under review. The appointment of a Senior Lecturer in International Business is under discussion and is being strongly supported by the Head of College.</p>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov '07</b>
<p>That the Department should rationalise their portfolio of teaching commitments.</p>	<p>Recommendation endorsed. Details of the rationalisation achieved should be included in the QIP and in the next submission to the QPC.</p>	<p>Ongoing The Department has rationalised the HDip in Management and Marketing and the MBA. The part-time HDip, the BComm and service teaching commitments are currently being reviewed. Teaching loads have not been reduced.</p>
<p>That the Department should review their assessment procedures for all undergraduate courses and modules with a view to reducing the over-reliance on continuous assessment; an objective of 50% continuous assessment and 50% end-of-year examination might be a target to be realised.</p>	<p>Recommendation strongly endorsed. QPC strongly recommended that amendments to assessment of modules be brought forward to the College and University bodies in the autumn.</p>	<p>Implemented The Department reviewed the assessments for all programmes and decisions were taken as to the appropriate amendments necessary. Some assessments continued unchanged where justified.</p>
<p>That the Department review the involvement of tutors in assessment.</p>	<p>Recommendation endorsed. QPC noted that assessments must be carried out by those teaching a module/course. Tutors, when involved as Assistant Examiners, must be adequately and appropriately trained to conduct assessments so that a fair and equitable assessment is achieved.</p>	<p>Not implemented A review was undertaken but the Department did not agree with the rationale for changing the procedures as currently laid down. Assistant Examiners are overseen and their work moderated by academic members of staff. Every assessment marked by a tutor is then second marked by a staff member.</p>
<p>That specific coordinators should be appointed with responsibility for coordination for each undergraduate programme.</p>	<p>Recommendation endorsed.</p>	<p>Implemented</p>
<p>That the Diploma in Management &amp; Marketing should have modules in Accounting and Finance incorporated.</p>	<p>Recommendation endorsed. QPC noted that action has already been taken on this recommendation.</p>	<p>Implemented</p>

<b>PRG Recommendation</b>	<b>QPC Recommendation</b>	<b>Follow-up Report Nov '07</b>
<p>That, in the context of recruitment of additional staff, the Department should seek to prioritise the introduction of new taught Masters programmes in Human Resources and Organisational Behaviour.</p>	<p>Recommendation endorsed.</p> <p>This should be undertaken in the context of the Strategic Plan for the Department.</p> <p>Refer to comments under the first recommendation above.</p>	<p>Ongoing</p> <p>The Masters in Human Resources has been deferred and the Department is exploring the possibility of a Masters in Leadership in conjunction with Applied Psychology. It is envisaged that this programme would have national appeal.</p>
<p>That the Department take a more explicit leadership role in development of the MBA programme.</p>	<p>Recommendation endorsed.</p> <p>Response of Department noted.</p>	<p>Ongoing</p> <p>Improvements have been made to the programme; however, although the Department provides the Academic Director for the programme it does not have sole control of the curriculum due to its multi-department governance structure. External accreditation for the programme is being sought.</p>
<p>That a structured programme of research training for postgraduates should be put in place.</p>	<p>Strongly endorsed.</p> <p>QPC noted that the Research Committee of AC is developing generic and discipline-specific training modules for research postgraduates and recommended that the Department liaise with the Committee.</p>	<p>Implemented</p> <p>Students participate in the PATHS programme and it was noted that other possibilities may be provided by the Dean of Graduate Studies as new programmes are being brought on line.</p>

PRG Recommendation	QPC Recommendation	Follow-up Report Nov '07
<p>That the Department seek to explore, develop and implement a formal plan to increase the research output of all staff. The plan should ensure that:</p> <ul style="list-style-type: none"> <li>- the Department prioritises specific research areas in which it has the highest probability of improving its publication output;</li> <li>- prioritisation is given to increasing the number of research postgraduates in the Department;</li> <li>- the Department actively pursues research funding from all possible sources and engages with the Office of the VP Research in doing so;</li> <li>- the Department explores possibilities for the funding of research support staff and for research staff, including from within existing departmental resources;</li> <li>- the staff of the Department should seek to form networks with international researchers, participating in networks etc.;</li> <li>- the Department should invest in its postgraduate room, including upgrading and rationalising its IT provision, optimising use of wireless technology, etc.</li> </ul>	<p>Recommendation endorsed.</p> <p>The QPC requested that specific actions to be taken be identified in the QIP and that the QPC is updated on a regular basis on actions and activities</p>	<p>Implemented and ongoing</p> <p>The Department has prioritised three broad areas: Family Business Dynamics, People and Organisations, and Marketing Performance. Individual staff objectives for research publication have been set and will be reviewed with staff members during their performance management and development reviews. There is some evidence of increased output to date.</p> <p>The Department is endeavouring to increase its postgraduate numbers. The Department has prioritised its postgraduate intake and is currently funding 2 PhD students from internally generated resources.</p> <p>Initiatives are underway to seek research funding.</p> <p>Deepening and expanding networks has been prioritised as a major strategic objective for the Department. Some initiatives in this regard are already underway.</p> <p>The Department has redesigned and redecorated its postgraduate room (ORB 2.64). The following facilities available to postgraduate students from 06/07:</p> <ul style="list-style-type: none"> <li>• Wireless technology</li> <li>• Own laptops</li> <li>• Shared printer</li> <li>• Plenty of power supply sockets / access points</li> <li>• Private workstations</li> <li>• Meeting area with table</li> <li>• Storage (secure and open)</li> <li>• Blackout blinds</li> <li>• Noticeboard</li> <li>• Shared telephone for internal and local calls</li> </ul>

PRG Recommendation	QPC Recommendation	Follow-up Report Nov '07
<p>That the appointment of a Subject Librarian in the Business disciplines should be a key priority for the University.</p>	<p>QPC referred this recommendation to the Librarian for consideration</p>	<p>Implemented There is now a subject librarian dedicated to the business disciplines. The subject librarian is a member of the Board of Studies and of the Faculty of Commerce.</p>
<p>That the Department develop more comprehensive links with industry, business organisations and alumni.</p>	<p>Recommendation strongly endorsed. QPC rejected the Department's response (<i>the Department is currently applying for additional administrative support, funded from Departmental resources, to support staff activities in the area of external relations</i>) and recommended that this is an activity appropriate to the academic staff of the Department</p>	<p>Ongoing The Department has developed its current links and initiated a seminar series with business organisations. Contacts with the Chamber of Commerce have also been strengthened.</p>