National University of Ireland, Dublin
University College Dublin

Programme Review of overseas BSc degree programmes offered by the UCD School of Business in association with the National Institute of Business Management (NIBM) (Sri Lanka)

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Periodic Quality Review
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February 2011

Accepted by the UCD Governing Authority at its meeting on 22 June 2011

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1. Introduction

1.1 This review of the current collaborative activities between the UCD School of Business and the National Institute of Business Management (NIBM) in Sri Lanka forms part of the University's internal schedule of reviews as required under the 1997 Universities Act, and UCD's Governing Authority's Code of Conduct for the Operation of Overseas Programmes (March 2000).

Review Group   Dr Mark Richardson, Head, UCD School of Architecture, Landscape and Civil Engineering (chair)
Ms Bronwyn Molony, UCD Deputy Director of Quality
Professor Bill Martin, School of Information Technology and Management, Swinburne University, Lilydale Campus, Melbourne (extern)

Dates of Review   2-4 December 2010

Programmes under Review

Bachelor of Science: Management Information Systems
Management
Human Resources Management

Future Programme

1.2 At the request of University College Dublin's University Graduate Programme Board (UGPB) the Review Group also reviewed the proposal from the UCD School of Business to extend the existing overseas MSc Business programmes to Sri Lanka, to allow for the provision of a postgraduate progression route for graduates of the BSc degree programmes.

2. Review Methodology

2.1 The Review Group received a Self-assessment Report and appendices prepared by the UCD School of Business and NIBM.

2.2 The Review Group travelled to Columbo, Sri Lanka to discuss the collaborative agreement, programme curriculum and its delivery, and met with the Minister for Youth Affairs and Skills Development, the Chairman and Director General of NIBM, UCD Director of the Quinn School, NIBM staff involved in the programme delivery, relevant staff supporting the programme administration; current students; graduates and employers. The site visit details are attached as Appendix Two. Further information and meetings were provided and/or requested during the site visit and these are listed in Appendix Three.

2.3 The Review Group met with current undergraduate students and graduates from the various undergraduate streams. Meetings also took place with graduate employers.

2.4 The Review Group wish to thank the staff in the UCD School of Business and NIBM for their courtesy and professionalism during the period of review and subsequent site visit.

3. Context of the BSc Programme

3.1   Since 1996, the UCD School of Business has offered, in collaboration with NIBM, an undergraduate BSc degree programme. Initially, this was in the specialism of Management Information Systems and has now been developed to include additional specialisms in Management and Human Resource Management.   The partnership is governed by a Collaborative Agreement which is valid until 31 December 2010 and will be reviewed following the outcome of this review. The agreement contains details on the following:

- Roles and responsibilities of UCD and NIBM
- Structure of the Programme
- Admissions Criteria
- Financial Arrangements
- UCD Data Protection Policy

3.2   Addition of a new programme or specialism within an existing programme, once approved by the University, is undertaken by an addendum to the existing contract.   The roles and responsibilities of UCD and NIBM are clearly outlined in Section Four of the Self-assessment Report, pages 27-28 where UCD has responsibility for curriculum design, academic and management aspects, and NIBM has responsibility for programme administration, facilities management and examination co-ordination.

3.3   The National Institute of Business Management (NIBM) is a semi-governmental higher education institute and is a statutory body within the Ministry of Youth Affairs. Its goals are, *inter alia*, to provide quality business management education and to develop competencies of management and supervisory staff. Sri Lanka has a large and growing number of students.   However universities in Sri Lanka do not have the capacity to absorb these numbers.   Hence the significance of alternative programmes, especially those available in Sri Lanka through collaborations such as that between NIBM and UCD.

3.4   The Centre for Distance Learning (CDL) was established in 2002, by the UCD School of Business, and has responsibility for the School's distance learning programmes and overseas programmes in Hong Kong, Singapore, Spain and Sri Lanka. It has five staff who provide management and support services for overseas and distance learning programmes.   One staff member (Programme Manager) is dedicated to supporting the Sri Lanka programmes and is responsible for ensuring that NIBM staff communicate UCD Academic Regulations clearly to students particularly in areas such as APL, assessment regulations, progression, plagiarism policy, late submission policy etc and as a liaison with the University's central administration.

4. Programme Design and Delivery

Curriculum Pedagogy

4.1   The Review Group were satisfied that there was an overall coherency to the curriculum pedagogy. The Review Group found that the programme objectives were clearly articulated in the programme documentation. The undergraduate degree programmes are designed to help participants to acquire a strong understanding of business processes and procedures and to develop the skills necessary for a career in their chosen area of business. There is generally a good alignment between graduate needs and the UCD curriculum. Some future refinement may be worthy of consideration if specific Sri Lankan graduate attributes alter to meet specific needs of the Sri Lankan I.T. industry.

4.2   The BSc is a three-year honours degree programme offered on a part-time basis and offered in three stages. Students are exempt from stage 1 based on their accredited prior learning and are admitted to stage 2. The programme may be completed in eighteen months subject to meeting the requirements of UCD's approved advanced standing qualifications.

4.3   The curriculum is constructed around the central values of self-managed learning and reflection. Learning outcomes are clearly articulated for students. The curriculum is progressive, from one level to the next with appropriate underpinning for subsequent study. Students are provided with the knowledge and skills necessary to progress to further study. Feedback from meetings with twelve current students reflected this, although the provision of additional IT technical modules was proposed.

4.4   The Review Group noted the length and intensity of all the degree programmes offered by the UCD School of Business, and also examined other university programme offerings locally within Sri Lanka. The UCD programmes delivered at NIBM were seen to be comparable to similar programmes offered by other overseas universities. Graduate employers confirmed that employability of graduates from the programmes was founded on the deep technical competencies attained from their course of study.

4.5   Graduate employers emphasised the value that they place on competency in English language and verbal presentation skills. Although they recognise the difficulties of giving significant 'hands-on' time in large classes, they would encourage more verbal presentations by students, structured to avoid some shy students consistently taking a 'back seat' role in group work presentations. They believe that consideration should be given to an introduction to research methods. The focus should be on research methods for business and management, giving the subject a more applied and real-world dimension and facilitating better alignment between everyday management problems and the application of a research-method-based approach to them.

4.6   Regarding curriculum development, the teaching staff and graduate employers are satisfied with the deep technical competencies underpinning the learning objectives of the modules but noted specific needs for the future Sri Lankan economy in respect of software development. Graduates are more likely to be involved in quality assurance of a deployable product rather than product development. This may require some customisation of the curriculum. The view was expressed that a quality assurance mindset should be an objective of the overall learning experience, rather than it being specific to a few modules. This will require feedback from NIBM staff on customisation of programme design to the UCD School of Business for consideration by the Programme Board.

Curriculum Delivery

4.7   The Review Group reviewed a sample of the courses and was satisfied that adequate standards were maintained in the course offerings. The content, materials, and assessment methods, are appropriate and consistent with similar courses offered in other institutions. The instructors for the courses had good and relevant credentials appropriate to the courses they were teaching and demonstrated their level of engagement in their meetings with the Review Group.

4.8   Module descriptors, text books and study guides were provided for the Review Group to consider, and were appropriate for the programmes. The Centre for Distance Learning provides

an oversight monitoring role at programme level, and the programme manager acts as a conduit between local co-ordinators and the University in communicating any University policy changes or any amendments to module descriptors.

4.9 The existing network of alumni and NIBM's wider industry contacts provides a significant resource that could be exploited to extend the number of industrial practitioners on the programmes.

4.10 Some students commented that the very short delivery time window for modules could create problems if specific work commitments or personal issues coincided with a module delivery. It was suggested that visiting staff from UCD might consider teaching two modules concurrently over a longer period rather than two modules consecutively in the same period. This would allow students more opportunity to get to grips with learning objectives during the period of module delivery.

5.   Programme Management and Evaluation

Programme Marketing and Promotion

5.1 All programme marketing materials are produced in draft by NIBM and approved by the Centre for Distance Learning. These documents are useful and informative. The Review Group recommends that this arrangement is maintained but would recommend greater marketing support provision by CDL. The content of the programme brochures reflects current student needs and expectations, and is targeted at the local market. Student intake levels are growing as a result of graduate performance, the reputation of UCD and NIBM as a key factor in the employability of graduates, and an expansion of the degree pathways.

5.2 Consideration should be given to a form of recognising the ongoing commitment of UCD and NIBM to its talented student intake by the availability of a student award, for example, a scholarship at Stage level for the best performing student.

Admission to Programmes

5.3 Programme admission at undergraduate level is directly into stage 2, based on Advanced Standing Qualifications (ASQ) as outlined above. The Review Group reviewed the current ASQ list as outlined in Appendix 7 of the documentation provided and noted that this should be monitored and reviewed on an ongoing basis.

5.4 The Group reviewed the enrolment numbers as outlined in the Self-assessment Report, which provided evidence of the strong and growing demand for UCD programmes. Student applications and intake numbers have increased over the past five years, particularly with the 2009/10 entry. The popularity of the programmes is based on the UCD and the School of Business' reputation, the professionalism of NIBM as its collaborative partner, the positive student experience, and feedback from graduate employers.

5.5 The Review Group noted the high level of competency in written and spoken English from the students that they met during the review and noted that in cases where an applicant has not completed their tertiary education through English, that they must meet the University's TEFL or IELTGS requirements. This practice should be maintained.

<u>Registration and Student Induction</u>

5.6   The Review Group noted a current issue in relation to student registration and form of names on student cards. This should be incorporated and addressed in reviewing registration forms by the Director of Quinn with the relevant UCD administrative services. Duplication has also arisen through student paper application followed by the requirement to apply online. Discussion by Director of Quinn with Online Applications should resolve this issue.

<u>Programme Delivery</u>

5.7   Programme delivery is undertaken through a mix of practitioner (NIBM) and academic delivery (UCD) and appears to be working well. The mode of delivery appears to meet current student needs.   The programmes offer a balance between skills need and academic content with approximately 60-70% of students focused on employment and this is to be commended. However, there is a need for better co-ordination across modules on a more scheduled process in terms of the overall degree programme.

5.8   Possible issues have been identified over the module delivery format provided by UCD and this was raised in discussions and also discussed by the Director of Quinn with the Review Group during the site visit. This should be reviewed as part of the annual dialogue meeting to allow for flexibility around curriculum design and delivery.

5.9   The suggested need for a module on Creativity and Innovation to satisfy emerging market requirements should be investigated and developed for the existing undergraduate programmes or proposed graduate programme(s) as appropriate. The suggested need for more I.T. modules on the BSc M.I.S. pathway should be investigated and implemented if appropriate. Modules that offer innovative IT rather than concepts in IT lecturing were specifically identified.

5.10   The opportunities for offering online electives or options should be explored to allow some crossover between pathway modules to allow some tailoring of programme content to students' needs, building on the spirit and experience of the UCD Horizons initiative.

5.11   The size of classes acts against class interaction but some of this is mitigated by the use of email. This should be monitored by NIBM. The use of UCD technology is relatively new for NIBM and it appears that there are issues around NIBM's set up on Blackboard as well as the need for greater development and training in Blackboard setup. This should be addressed with UCD IT Services.

5.12   Facilities for students are outlined on pages 24-25 of the Self-assessment Report and these were viewed as appropriate by the Review Group. However, facilities offered in the Library should be improved by the provision of additional copies of relevant textbooks. Alternatively, textbook 'bottlenecks', which were raised by the students, should be addressed through the provision of additional online library resources.

<u>Student Assessment</u>

5.13   A tight schedule is in place for programme delivery and this has had an impact on assignment submission and on assessment with assignment deadlines sometimes only one week before examination. Feedback on assignments and examinations is minimal and a process should be put in place to create better workload planning and student feedback. Module Coordinators

should be encouraged to make greater use of Gradebook to communicate component grades for coursework to students in advance of their written examinations.

5.14   Circulation of comments on scripts and comments from external examiners need to be forwarded from CDL to NIBM. The current practice of mark checking is to be commended.

Graduation and Alumni

5.15   The Review Group acknowledges the opportunity offered to students to attend conferring ceremonies in Dublin and the provision of a local presentation ceremony. Attendance at the ceremonies is a useful means of building links with graduates. The Review Group also commend graduates who have established an alumni association and who advise upcoming graduates through workshops such as job interviewing. They have recently established a website for the association.

6.   **Programme Quality Assurance**

6.1   The Review Group noted the quality measures applied by both the UCD School of Business as overseen by CDL and NIBM, to assure the quality of its programmes. As outlined in the documentation, NIBM is solely responsible for the administrative function with UCD responsible for the academic function to include quality.   These measures include the clarity of documentation on procedures and processes for each of the programme specialism, student evaluation of teaching, the establishment of student consultative forums in 2009/10, programme planning, adherence to UCD policies and procedures and end of programme evaluation. The Review Group commends NIBM and CDL on the assessment procedures and the checking system currently in place for exam script assessment and results sheets.

6.2   The Review Group noted that the last formal meeting between UCD School of Business and NIBM took place in April 2009 as part of compiling the Self-assessment Report and would recommend that a formal review meeting should take place on an annual basis. There is a greater need for integration so that developments at University, Programme Board or School level which impact on both Belfield-based and overseas programmes are routinely communicated to NIBM staff.

6.3   The current collaborative agreement finished in December 2010 and future MOUs should be time limited (e.g. 4-5 years).

6.4   Opportunities for increased collaboration have been identified and the need to develop these in discussion at Senior Management level between UCD School of Business and NIBM needs to be explored, particularly in light of the proposed campus development by NIBM. In the long term NIBM might also seek to identify and develop academic opportunities such as research collaborations and staff development alongside programme development.

7.   **Programme Finances – Income and Expenditure**

7.1   There are currently over 400 students registered to the degree programme. Fee income is shared between NIBM and UCD in accordance with the collaborative agreement. The Review Group noted the financial information supplied in the Self-assessment Report and the Collaborative Agreement. The Review Group also noted that operating income in both the UCD-

NIBM programme and across NIBM generally has been very strong over the last five years. This forms a sustainable basis for discussion of UCD's potential involvement in aspects of NIBM's strategic plans in the field of postgraduate studies.

7.2   The Review Group recommends that the UCD School of Business continues to closely monitor income/expenditure and its adherence to the University's policy on additional payments to staff in respect of additional duties. Both the College Director of Finance and UCD's Bursar's Office should also maintain ongoing oversight of existing and any future financial arrangements.

8.   Conclusions and Recommendations

8.1   The Review Group noted the strong commitment from the UCD School of Business and NIBM staff to the programme delivery in Sri Lanka. A very positive and excellent working relationship was clearly evident to the Review Group and this was particularly apparent in the Group's discussions with students, graduates and employers.

8.2   The Review Group would in particular, commend NIBM and the Centre for Distance Learning on the following:

- The good working relationship and long history between them and the clear commitment expressed by both parties to the relationship

- The professionalism of staff in the Centre for Distance Learning and NIBM

- The opportunities to develop the degree programmes offered, in particular the MSc degree programme

- The Induction Programme along with Guides and documentation prepared for students

The recommendations of the Review Group are outlined as follows:

ORGANISATION / MANAGEMENT

8.3   Opportunities for increased collaboration have been identified by NIBM and UCD. There is a need to develop discussion at SMT level to realise the full potential of the collaboration.

8.4   The significant strategic developments at NIBM over the coming years require regular formal contact by the Dean of the UCD Business School with NIBM.

8.5   The next MOU should be put in place for a period of not less than 5 years to allow NIBM's strategic development to take place against appropriate planning horizons.

8.6   An effective working relationship exists between CDL and the NIBM Programme Office. However, increased communications would further benefit and develop this relationship. Formal records of meetings between NIBM and UCD School of Business should be maintained. This should include agenda, minutes and actions to be taken, and by whom.

8.7   Circulation of external examiner's reports to NIBM key staff needs to become a standard operating procedure.

DEVELOPMENT (Staff / Programme)

8.8 There is an identifiable need to introduce master's degree level programme(s) to develop competencies and deep technical knowledge in specific areas for the students while enhancing the collaborative arrangement between UCD and NIBM to the benefit of both the undergraduate intake and the two institutions.

8.9 Consideration should be given to a form of recognising the ongoing commitment of UCD and NIBM to its talented student intake by the availability of a student award, for example a scholarship at Stage Level for the best performing student. The selected stage should be chosen to maximise the advantage of such an award to the student.

8.10 Regarding staff development, actions which would facilitate research collaborations between staff based in UCD Dublin and NIBM Colombo are recommended.

ADMISSIONS

8.11 Revise application, acceptance and registration process to embrace the benefits of existing hardcopy and online registration systems to reduce the complexity of the registration process.

8.12 Revise the system in UCD of capturing the formal names of all students irrespective of length or number of names so that academic records, transcripts and graduation parchments fully reflect the formal names of the students.

TEACHING & LEARNING (DELIVERY)

8.13 Enhance student experience by changing the mode of delivery by visiting UCD lecturers (where practicable) to extend the number of weeks over which a module is delivered through a system whereby a lecturer would deliver two 30 contact hours modules concurrently rather than consecutively.

8.14 Further develop the degree of interaction with students in module delivery by increasing the proportion of time used for project-based learning, teamwork exercises and verbal presentations.

8.15 Blackboard – align procedures so that UCD version of Blackboard, as used in Belfield, becomes the preferred and sole tool used by students.

8.16 Blackboard – enhance training on Blackboard to staff and students.

8.17 Study guides, which are not always available for all modules, are of such importance in the context of the programmes that their timely availability should be assured through on-line availability at a specific time prior to module delivery.

8.18 Assignment deadlines are not adequately co-ordinated leading to sub-optimal workload peaks and this should be avoided through better student workload planning by the Module Coordinators.

8.19 Timely feedback on assignments needs to be enhanced to allow continuous assessment play its full role in the learning experience (in addition to its Assessment role) and this could be achieved via Blackboard and the possible introduction of MCQ tests in continuous assessment.

8.20 Module feedback. There is a need to tailor the feedback questionnaire to the module. It is recommended that this be achieved by adoption of the UCD online module feedback system via Blackboard.

TEACHING AND LEARNING (CURRICULUM/PROGRAMME DEVELOPMENT)

8.21 A strength of the programme identified by staff, students and employers was the appropriate mix of deep academic learning and development of key technical, I.T. and business skills. However some potential programme enhancements were identified.

8.22 There is a need for some greater flexibility in curriculum design through feedback from locally-based module co-ordinators to key Dublin-based subject area leaders.

8.23 The suggested need for more I.T. modules on the BSc M.I.S. pathway should be investigated and implemented if appropriate.

8.24 The suggested need for more innovative modules in I.T. to reflect the strategic direction of Sri Lanka's niche areas in a global I.T. industry should be investigated and implemented if appropriate.

8.25 The opportunities for offering online electives or options should be explored to allow some crossover between pathway modules to allow some tailoring of programme content to students' needs, building on the spirit and experience of the UCD Horizons initiative.

8.26 There is a need to further enhance opportunities for practising presentation skills, despite the challenges of large class size, and to ensure maintenance of high standards of spoken and written English.

8.27 The suggested need for a module on Creativity and Innovation to satisfy emerging market requirements should be investigated and, if appropriate, developed for the existing undergraduate programmes or proposed graduate programme(s) as appropriate.

8.28 The need to enhance the place of research methods in the curriculum should be investigated and, if appropriate, developed for the existing undergraduate programmes or proposed graduate programme(s) as appropriate to their respective graduate attributes.

8.29 Quality assurance in software engineering processes should underpin certain learning objectives in all relevant modules to emphasise a mindset of quality assurance in software development as an integral attribute of all graduates.

8.30 Work placement should be part of the BSc. Programme.

ASSESSMENT

8.31   The checking system of exam script assessment and results sheets is commended as an example of best practice for all of UCD's programmes.

FACILITIES

8.32   We commend the overall facilities, their day-to-day management and their continual improvement.

8.33   The Library resources have to meet specific peak demands and there is a continual demand for increasing the stock of multiple copies of referenced books. Satisfying this demand is difficult. Consideration should be given to alternative approaches, through joint planning by the Librarian and Module Co-ordinators, such as increasing the number of references to online resources. Greater liaison between the Librarian and Module Co-ordinators is recommended in respect of reading lists and use of online information.

8.34   There is a need for UCD to enhance NIBM's access to Belfield-based online administrative systems where appropriate. A review should be undertaken of areas in which duplication of effort could be eliminated by providing access to common databases and customised software tools relevant to the collaboration. (e.g. online applications systems etc.).

CONCLUSION

8.35   In conclusion, the Review Group recommends that the current collaborative arrangement for the BSc programmes should continue and that a new agreement be drafted (taking into account the comments above) for a period not less than five years.

8.36   Developments within NIBM, its close relationship with the Ministry, its understanding of the needs of the economy and the market, and the expansion of its provision over the coming years, provide opportunities for UCD to participate in and further strengthen a strong partnership through further programme developments such as the proposal for the development of MSc degree programmes.

8.37   Note: Following the completion of the site visit the Chair of the Review Group communicated the separate recommendation of its brief to the Registrar on 20 January 2011. It recommended to the University Graduate Programme Board (UGPB) that the proposal to introduce the MSc Business degree in Management and MSc Business in Information Technology should proceed in 2011.

Appendix 1

UCD School of Business response to the Review Group Report

The UCD School of Business welcomes the Quality Review Report. The recommendations in the Report will help the School and its Centre for Distance Learning to further develop and enhance its programme provision in Sri Lanka. The School's self-assessment report, the Review Group Report and the Quality Improvement Plan will help the School in planning and managing its future internationalisation activities. The development of UCD's programmes in Sri Lanka will also be guided by the School's objectives for the advancement of teaching practice and the maintenance of accreditation. In particular, it is essential that the coverage of suitably qualified teaching staff be maintained in line with the requirements of AACSB. The School would like to acknowledge, also, the support of his partner, the National Institute of Business Management, and its enthusiastic engagement through this quality assurance review process and we look forward to using the Quality Review Report as a means of further this important collaborative relationship.

Appendix 2

**Details of the Review Group Site Visit to
National Institute of Business Management (NIBM), Sri Lanka**

Wednesday, 1st December 2010

19.30-21.30   Review Group met with the UCD Director of Quinn Business School to review
                     schedule for the following three days.

Thursday, 2nd December 2010

Venue: Board Room, Ministry of Youth Affairs

09.30-10.00   Review Group met with

                     Minister of Youth Affairs and Skills Development

                     Secretary, Ministry of Youth Affairs

in the company of:
                     Director General NIBM
                     Director, Productivity and Management Development, NIBM
                     Director, Management Information Systems, NIBM
                     UCD Director of Quinn Business School

Venue: National Institute of Business Management, Colombo

11.00-12.30   Review Group preliminary tour of facilities.

Afternoon/evening: Review Group review documentation and discuss report, review preliminary
                     issues and to confirm the work schedule and assignment of tasks for review

Friday, 3rd December 2010

Venue: National Institute of Business Management, Colombo

08.30-09.15   Review Group meeting with
                     UCD Director of Quinn Business School
                     Director PMD
                     Director MIS
                     Senior Consultant
                     QA Auditor

09.30-10.15   Review Group meeting with Senior Management of NIBM
                Chairman NIBM
                Director General NIBM
                Director, Postgraduate Institute of Management
                President ICASL
                Chairman CIMA
                Lecturer - University of Ruhuna
                Sen. Vice Pres.- Dep: Finance Co-op of Ceylon Bank
                Attorney at Law
                Director PMD
                Director MIS
                Director HRM
                Director Finance
                UCD Director of Quinn Business School in attendance

10.30-12.00   Review Group meeting with representative group of teaching staff and
                UCD Director of Quinn Business School

12.30-13.00   Tours of relevant accommodation – administrative offices, teaching rooms,
                library, IT facilities, student social areas
                Director PMD
                Director HR
                Director Finance
                QA Auditor

14.00-15:00   Review Group meeting with MIS and Management students from
                Batch 13 and 14.

15.00-16:00   Review Group meeting with key Programme Staff
                Director PMD
                Director MIS
                Director HR & Administration
                Director Finance
                Senior Consultant - PMD
                Consultant - PMD
                Assistant Exam Registor
                Librarian
                Assistant Director Programme - PMD
                Programme Coordinator - MIS
                Programme Coordinator - PMD
                Programme Secretary - MIS
                Programme Secretary - PMD
                UCD Director of Quinn Business School

16.00-17.00   Review Group review of files in Programme Office

17.00-17.45 Review Group meeting with employers

17.45-18.30 Review Group meeting with recent graduates from Batches 11, 9, 8 and 7

Saturday 4th December 2010

Venue: **National Institute of Business Management, Colombo**

09.00-10.00   Private meeting of Review Group

10.00-10.30   Exit presentation by Chairman of Review Group to
Chairman NIBM
Director General NIBM
Director, Productivity and Management Development, NIBM
Director, Management Information Systems, NIBM
UCD Director of Quinn Business School

Appendix 3

Material considered by Review Group during site visit

Student enrolments
Evaluation forms
Handouts
Study Guides
Module Descriptors
Student Appeals
Module Assignments
Lecturer contracts
Students Forms
Student Payment Forms
Advertisements
UCD Correspondence
Lecturer information
Transfers/medicals
Master documents
Exam papers
Lecturer schedules
Programme Examination Board Reports
Sample exam scripts from BSc in Management/HRM – Managing Change
Sample exam scripts from BSc in MIS – Database and Information Resource Management
Sample exam scripts from BSc in Management/HRM – MIS
Sample exam scripts from BSc in MIS – EComm Infrastructure
Sample exam scripts from BSc in MIS - MIS

Additional Material/visits Requested

As the site visit timetable was tight the Review Group visited NIBM and toured the facilities on the day prior to the commencement of their visit.