

Master of Business  
**Innovation &  
Leadership**



Leading  
the Future:  
**Inspire.**  
**Influence.**  
**Transform.**

[atu.ie/mbs](https://atu.ie/mbs)



Ollscoil  
Teicneolaíochta  
an Atlantaigh

Atlantic  
Technological  
University

**“ We are confident that this Masters programme will contribute to both organisational and personal development. With over 20 years experience delivering executive education, our experienced academic team understand how to support developing leaders and innovators, facilitating growth in organisations at a local and global level. ”**

Michael Margey  
Head of Faculty - Business



# Why choose the Master of Business (MBS) in Innovation and Leadership?

With a proven track record of success, the Executive Master of Business (MBS) in Innovation and Leadership Programme is designed for ambitious professionals, who want to drive innovation, lead with impact, and create positive change within their organisations.

The MBS will empower professionals to become transformational leaders and unlock innovation and growth potential within their organisation. This unique Masters, built around the principles of action learning, equips students with the skills and frameworks necessary to become leaders who are equipped to address the challenges of transformation and change within organisations.

In choosing this Masters programme, you will:

- Develop critical thinking and reflective learning skills.
- Become a champion for innovation within your organisation.
- Lead and manage change effectively.
- Drive measurable improvements in your organisation's performance.
- Use action learning to tackle real-world organisational challenges.
- Build enduring networks and become part of a vibrant community of forward thinkers and change makers.





### What makes this MBS unique?

- Action learning enables students to apply learnings to real-world problems within their own organisation, leading to tangible results. The MBS curriculum delves into frameworks and tools to address complex, multifaceted challenges.
- Dedicated modules in Innovation, Leadership, and Managing Change & People equip students to lead and inspire teams while fostering a culture of creativity within an organisation.
- Modules such as Professional Development and The Learning Organisation, focus on personal and organisational learning. Students can critically reflect on their experiences, synthesize knowledge, and explore their personal growth trajectory as a leader.



## What is Action Learning?

The action learning methodology focuses on developing tangible and transformational improvement in innovation and leadership. It comprises of three parts, systems alpha; beta; and gamma. Specific modules are aligned to each system. There are six modules in total, each delivered in 2 x 2 day blocks face to face.

System		Modules
<b>Alpha</b>	System alpha supports the participant in understanding their organisational context both externally and internally through using a range of frameworks and tools.	<ul style="list-style-type: none"><li>▪ <b>Organisational Context.</b></li><li>▪ Understand the dynamics of today's complex business environment.</li></ul>
<b>Beta</b>	System beta comprises iterative cycles of action, learning and reflection in tackling organisational challenges. The Innovation, Leadership and Managing Change & People modules all support participants in tackling their own organisational problems and challenges. During these modules participants apply frameworks, models and tools.	<ul style="list-style-type: none"><li>▪ <b>Innovation:</b> Explore cutting-edge ideas and strategies for driving innovation.</li><li>▪ <b>Managing Change &amp; People.</b></li><li>▪ Master the art of leading teams and navigating organisational transitions.</li><li>▪ <b>Leadership:</b> Develop your leadership skills and learn how to inspire others.</li></ul>
<b>Gamma</b>	System gamma explicitly focuses on the personal and organisational learning that has occurred during systems alpha and beta. Although learning is part of all systems, it is in system gamma that learning is made explicit, synthesised, and explored in more depth. System gamma modules Professional Development and The Learning Organisation, provide the opportunity for participants to critically reflect on their own learning as managers and leaders and on learning at an organisational level.	<ul style="list-style-type: none"><li>▪ <b>Professional Development and Research Project.</b></li><li>▪ Enhance your personal and professional capabilities.</li><li>▪ <b>The Learning Organisation.</b></li><li>▪ Discover how to create a culture of continuous learning and growth.</li></ul>
<b>Action Learning Sets (ALS)</b>	This is a core element of the programme as it supports the participant in tackling their organisational problems/challenges. ALS are established in the first weeks of the programme and comprise of 4 to 8 participants engaging in friendly and critical questioning in an environment of trust. They provide a means for participants to learn in relation to each other and through a process of questioning to decide on actions to take in organisational problem or challenge.	



# Meet the Academic Team

**The MBS team are experts in their field with experience leading, guiding and supporting participants to achieve their professional and personal goals.**



## **Dr Meadh Ruane**

Meadbh Ruane has lectured in the Department of Business Studies since 2002. She lectures in the areas of digital business, organisational change, managing people and reflective practice. Meadhbh is an Action Learning facilitator with extensive experience in the area.

In her role as a lecturer and facilitator, Meadhbh has a strong belief in practice-based education and continuing professional development where student-participants are at the centre of their own learning. She incorporates pedagogy that links real-world and practitioner experience to academic theory.

Before joining ATU, Meadhbh worked both nationally and internationally as a project manager and business analyst facilitating teams in developing software solution that addressed business challenges.

Meadbh holds a DBA from the University of Northumbria and was awarded a B.Comm and MBS from NUI Galway.

She is currently programme direction on the MBS in Innovation and Leadership and leads out in delivery of the Organisational Context and Managing Change & People modules.



### **Dr Vicky O'Rourke**

Dr Vicky O'Rourke is a Senior Lecturer for Research Development at the Faculty of Business, Atlantic Technological University, Donegal. She is joint Programme Director for a unique cross border Executive Education Masters programme, delivered jointly by Atlantic Technological University and Ulster University: the MSc in Leadership and Innovation in the Public Sector.

Vicky received her Doctorate in Education from Queen's University, Belfast and she also holds a Masters by Research from Letterkenny Institute of Technology. Vicky is a qualified Action Learning Set Facilitator, learning by doing and critical reflection underpin her approaches to education. Dr O'Rourke leads on the Innovation module.



### **Paul McGuckin**

As a lecturer at Atlantic Technological University, Paul brings a wide range of skills, with extensive experience in leadership, sales, marketing, and consulting. With a proven track record of success, Paul has the necessary expertise to deliver an exciting and challenging learning experience to his students. A background in sales with leading brands such as Nike, coupled with experience in software consulting, allows Paul to offer a truly unique perspective on business, management and leadership that is invaluable in today's rapidly changing world. Paul leads the Leadership module.



### **Dr Isobel Cunningham**

Dr Isobel Cunningham is a lecturer in Entrepreneurship and Innovation and has been teaching at ATU since 2015. Previously Isobel taught at Dublin City University, Ulster University and University of Derby. Isobel returned to full time education after spending 5 years performing with Riverdance – The Show throughout Europe and Asia. She completed a BA Hons and MSc in International Business at Ulster University. Isobel completed her Ph.D. in 2013 again at Ulster University. Her Ph.D. title is “Evolution and Formation of Entrepreneurial Founding Teams in the Video Games Industry”. Isobel collaborates with local businesses and has a particular interest in female entrepreneurs and creative entrepreneurs. Dr Cunningham leads the Professional Development module.



### **Michael Margey**

Along with his education duties, Michael has developed an extensive profile in academic enterprise including spin-in and spin-out business incubator firms. He has held several executive directorships in start-up technology companies.

His current interests include, developing leadership talent through action, and the advancement of innovation and learning ecosystems for regional development.

Michael has served as President and Vice President at Letterkenny Chamber of Commerce and is also currently a Board Member of the ‘No Barriers Charity Foundation’ which specialises in advanced exoskeleton technology and neuro rehabilitation.

Michael studied widely in the fields of business, computing and information systems, higher education, research practice, innovation and fintech, at University College Galway, Ulster University, Atlantic Technological University, University of Sheffield, Northumbria University and Said Business School, University of Oxford. Michael leads the delivery of the module The Learning Organisation.





# How is the MBS taught?

The delivery model for the MBS is tailored to suit the needs of busy professionals. Our academics have developed a suite of in-person, remote and self-guided learning opportunities, ensuring learners have the flexibility to balance study, work and life commitments.

## Block Days:

Modules are delivered in intensive block days of learning and engagement. This format allows you to immerse yourself fully in each topic, collaborate with fellow participants, and engage in hands-on activities.

## Theory to Practice:

We bridge the gap between theory and practice. Every module connects academic concepts to real-world scenarios. You'll leave with actionable insights you can apply immediately.

## Assessments Aligned with Your Organisation:

All assessments are directly linked to your own organisation. This ensures that your learning journey is relevant, impactful, and tailored to your workplace context.

## Research Project:

As a participant, you'll complete an action learning research project where you tackle a real problem or challenge within your organisation. Using an action learning approach, you'll develop innovative solutions and drive positive change.

Semester	Modules	On-Campus Attendance Days*
1	Action Learning Set 1	0.5
	<b>Organisational Context</b>	2 x 2 day blocks
	Action Learning Set 2	0.5
	<b>Innovation</b>	2 x 2 day blocks
2	Action Learning Set 3	0.5
	<b>Managing People &amp; Change</b>	2 x 2 day blocks
	Action Learning Set 4	0.5
	<b>Leadership</b>	2 x 2 day blocks
3	Action Learning Set 5	0.5
	<b>Professional Development</b>	2 x 2 day blocks
	Action Learning Set 6	0.5
	<b>The Learning Organisation</b>	2 x 2 day blocks
4	Action Learning Set 7	0.5
	Action Learning Set 8	0.5
4	<b>Disseration</b>	

\*on-campus attendance location confirmed by programme team.

# The MBS Curriculum

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<b>Title</b>	<b>Description</b>
Organisational Context	The aim of this module is to support learners in analysing and evaluating both the external and internal environments within which organisations operate. It provides the learners an opportunity to reflect on their own managerial identity and on their contexts to further develop and improve themselves as effective managers and leaders. The module introduces the learner to action learning as a methodology for tackling organisational challenges.
Innovation	This module aims to instil in learners the need for innovation in order for an organisation to remain competitive. In this module learners will evaluate the key issues pertaining to innovation and new product & service development, they will devise a strategic view on new product/ process development and develop a strategic orientation towards the value of creating competitive advantage through people.
Managing People & Change	This module supports learners in acquiring an in-depth and comprehensive knowledge in the field of managing organisational change in a VUCA environment. It aims to highlight the multifaceted nature of managing organisational change and the pivotal role of staff empowerment and commitment for a successful change process. It is intended that participants will develop skills that will enable them to become more effective agents for change within their organisations.
Leadership	The aim of this module is to provide participants with a deep understanding of the need to build strategic capabilities in the human resources of the organisation's leadership and senior management. Providing them with an appreciation of the complexities of leadership in the modern business environment and encourage them to reflect on their own experience.

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**Title****Description**

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Professional  
Development

The key aim of this module is to facilitate self-critical evaluation in the workplace and to develop the learner's use of tools for self-reflection and peer-based learning. The module also aims to help evaluate the development of the learner's innovation capabilities and the learner's leadership capabilities.

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The Learning  
Organisation

In this module learners will evaluate the key issues pertaining to organisational learning and the development of knowledge assets. They will determine appropriate frameworks/tools for auditing and evaluating learning and knowledge practices in organisations and develop a strategic orientation towards the value of creating competitive advantage through the appropriate development of knowledge assets and learning practice. Ultimately, the module aims to enable participants to manage knowledge and learning in their organisations and be conduits for driving innovation and change in their domain.

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Research Project

The Dissertation aims to give participants an opportunity to take action and apply the concepts, approaches, methods and techniques that have been studied in the taught elements of the programme. It is supported by Action Learning Sets and through individual supervision of each participant. In addition, a successful dissertation aims to improve the leadership and innovation skills needed for strategic transformational change of the organisation.

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## The MBS Impact

Feedback from employers and industry groups is consistently positive, highlighting the impact the MBS has in building leadership capacity for local and global organisations.



“Being on the program opened me up to different leadership styles. Along with the academic content I learned a lot from the other people in my cohort. There were a lot of people from big corporations on the program, and as a small company, I learned a lot from them.”

**Annette Houston Managing Director of FM Services Group**



“I found doing this Masters at ATU to be very worthwhile and a great investment of time and money. Apart from the knowledge gained, it created a strong network of professionals who are still in touch years later.”

**Charlie Boyle CEO of Customer Service Excellence Ireland**



“What I found from attending ATU, was the professors, lecturers, visiting lectures and support team are extremely invested in you as the student. The Cohort whom I studied with were a perfect team. One of the students on my cohort was extremely generous with his time, sharing his knowledge and ensuring that no one was left behind”.

**Caitriona McGroary, Director of Human Resources, Radisson Blu St. Helen's Hotel**



“I think if you're at all interested in just keeping up to date and learning new best practice, just have a go at it. It's a fantastic course, there's a lot of support available, and you will get something out of it, I can guarantee it.”

**Joe Morgan, Director of Engineering, CloudRanger**



“I chose this course because it came highly recommended from a friend who was a past participant. I have a big interest in the world of Leadership and our managing director doesn't like to standstill so I thought the Innovation aspect of this MBS would come in extremely useful. The delivery of the course meant that it didn't massively impact my working week. Additionally, I had studied in ATU previously and I knew the calibre of lectures within the university”.

**Chantelle Grant, General Manager of Century Complex**



“I wanted reopen my mind in areas where I felt I needed to improve on skills like critical thinking, strategic planning, strategic development and change management and when I looked at a lot of programmes that was the key reason why I took this MBS and it offered me the opportunity to advance my knowledge in all of these areas”

**Pdraig Phillips, Global Facilities Program Director, Abbott**

# Ready to take the next step?

## How to Apply

The Masters of Business (MBS) in Innovation and Leadership accepts applications throughout the year. The programme commences in January and we advise those interested to apply early.

Visit [www.atu.ie/mbs](http://www.atu.ie/mbs) for the link to the online application form, where you will submit your academic qualifications and professional experience.

Once your application form is submitted, our academic team will assess your submission and follow-up to inform you if you will be offered a place on the course. Applicants should allow 3 – 4 weeks for review and assessment of submitted application forms.



## Entry Requirements

Applicants should hold an Honours Degree, minimum of Second Class Honours, Grade 2 or equivalent and at least three years relevant management experience. A copy of your transcripts should be provided to support your application. Participants are identified as those charged with delivering strategic, transformational change through clear mission and innovative leadership.

## Recognition of Prior Learning

At ATU, we recognise that life and work experience counts. Those working in senior management roles, but may not have attained the standard entry requirements, may be eligible for entry to the programme under the Recognition of Prior Learning (RPL) scheme. Further details on how to assess eligibility using RPL are available at [www.atu.ie/rpl](http://www.atu.ie/rpl)

## Scholarships

### 20% Masters fees reduction for ATU Alumni

The ATU Alumni Office is dedicated to supporting the professional and academic growth of its network through lifelong learning opportunities, and is pleased to offer members of ATU Alumni Network a 20% reduction in academic fees for alumni who choose to pursue a masters programme at ATU. To be eligible, applicants must be a registered member of the ATU Alumni Network, and must have graduated from ATU (including all legacy Institutes of Technology – GMIT, LYIT, IT Sligo and St Angela's College). Full details available at [atu.ie/alumni](http://atu.ie/alumni)

ATU offers Skillnet funding which may be available for applicants depending on their industry.

## Fees

The total programme fee is €12,600 payable in three sums of €4,200 across 3 calendar years.



**For further information please contact:**

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Full details on the programme, application  
process and deadlines are available at  
**[www.atu.ie/mbs](http://www.atu.ie/mbs)**



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