Trinity Business School

MBA Programmes 2022/23
“WE ARE A BUSINESS SCHOOL AT THE HEART OF A WORLD RENOWNED RESEARCH-LED UNIVERSITY LOCATED AT THE CENTRE OF A EUROPEAN CAPITAL CITY AND HUB FOR GLOBAL BUSINESS. OUR APPROACH TO EDUCATION ENCAPSULATES THIS NEXUS OF INTERNATIONAL RESEARCH AND INDUSTRY EXPERTISE IN A PROJECT-BASED APPROACH WHERE IMPACT ON BOTH BUSINESS AND SOCIETY ARE KEY.”

Professor Andrew Burke
Dean of Trinity Business School
Welcome from the MBA Team

The Trinity MBA is more than a programme of study – it’s a game changer.

Whether you want to fast-track your current career trajectory, or pivot in an entirely new direction, the Trinity MBA sets out a learning journey that helps students to reach their potential.

The MBA is designed to develop today’s business leaders, boosting their careers and the performance of the organisations in which they are engaged. Our global community of students learn cutting-edge real-world management techniques from both leading researchers and high-performance business executives. Our global reach is evident in the classroom; our students are incredibly diverse, and our teaching team matches that level of diversity.

On top of a suite of core business modules, such as Economics, Finance and Marketing, are three live company projects. Students gain experience in new industries and organisations, solving real-world business problems in (i) a multinational or large Irish player; (ii) a social enterprise; and (iii) a company that aspires to scale. At the same time, the MBA challenges students to develop into the type of leader they always aspired to be.

The MBA is at the centrepiece of the business school of a world-famous university located at the heart of an historic campus in the centre of Dublin; an international capital city and a hub for global business. Last year, we opened our new state-of-the-art building. This near zero energy, six storey building includes an innovation and entrepreneurial hub, a 600-seat auditorium, smart classrooms and the latest digital technology; and it remains in the heart of Trinity’s campus.

Explore the MBA programmes on offer in this brochure. One day we hope to have the pleasure of welcoming you to the MBA and its exceptional community.
Our Unique Perspective
Trinity Business School sits in the heart of Trinity College Dublin, Ireland’s oldest and most prestigious university, in the centre of Dublin, a vibrant hub for global business. Our new state-of-the-art building is home to world-class facilities and an international faculty focused on our core values of modern management, sustainability and ethical leadership.

Throughout the MBA you will cover a critical mass of learning in all functional areas of business and study elective modules in areas such as leadership, cross cultural management or entrepreneurship. Utilising case study, group work and discussion, you will build a strategic framework which you will then apply to the company projects.

The Live Action Learning Experience
The Trinity MBA breaks away from the traditional approach. We focus on Live Action Learning – getting you inside real companies with real issues. Taking you outside of your comfort zone, you will build on what you’ve learned in the classroom and apply it to real-world business problems.

You will have the opportunity to undertake three company projects across a range of industries throughout the programme; each tackling specific strategic business issues. Working in groups, you will conduct problem analysis, create strategies and deliver solutions direct to the senior stakeholders of each company. At each stage you will be supported by a tutor, individual and team coaching, and various skills workshops.

Leadership Development
Leadership and Professional Development is integral to the Trinity MBA. Individual and team coaching, workshops and industry guest lectures run continually throughout the programme. Three distinct leadership learning modules provide the tools to develop your personal leadership style, self-awareness and knowledge.

The Trinity MBA kicks off with a unique induction week in the West of Ireland. An entirely immersive, rustic and offline experience, you will begin your Leadership and Professional Development journey and forge bonds with your classmates.

International Focus & Global Cohort
Our MBA students and faculty are a highly international and diverse community. Your classmates will have a track record of success and come from all corners of the world. We embed a global focus in all that we do, from the modules we deliver to the global experiences available. There are week-long international residency electives in South Africa and Belgium which bring in-class learning to life.

Why Choose the Trinity MBA?
The Live Action Learning Experience

The single most differentiating feature of the Trinity MBA is the company projects. Students, graduates and employers continuously endorse it as a much-valued hallmark of the curriculum. Working in groups, students create strategy and deliver solutions to three different companies.

01 The Strategic Company Project
Working with a multinational company or leading domestic player, you deliver a comprehensive strategic audit of the industry, problem analysis and a blueprint for change.

- Industry & Competitor Analysis
- Company Analysis & Issue Identification
- Strategic Issue Analysis
- Blueprint for Change

02 The Scaling Project
Experience developing growth strategy for an SME to expand into a new market. You will:

- Conduct a live and ‘flash’ consulting project with an SME dealing with a complex scaling issue
- Identify, diagnose and offer strategic recommendations
- Work on a real scaling issue to design and deliver value added solutions for the company

03 Social Enterprise Projects
Work with a Social Enterprise that is focused on a social mission, such as an NGO or a Foundation with a specific social mission and purpose.

- Examine problem solving with little or no financial resources
- Apply your management knowledge to a social enterprise working within a set timeframe

Case Study

The Company
Aramark is a global conglomerate with an annual turnover of $14.6 billion. They employ over 270,000 people in 19 countries and operate in a high volume, low net margin industry. Revenue can be broken into three channels: food and support services (North America), food and support services (international) and uniforms (global). The Northern European headquarters are located in Dublin and this is where the Trinity MBA team was deployed.

The Project
After completing the initial stages of the project, including industry and competitor analysis, it was agreed with management to explore Aramark’s potential entry and expansion into the Irish healthcare market. The team investigated the scope and scale of the healthcare market in Ireland and looked at demographic trends globally. Their task was then to develop a deep understanding of Irish specific healthcare segments, identify the competitors and finally create a high-level value proposition for Aramark to deploy and win new business. Supported by quantitative and qualitative data and interviews with key senior healthcare officials, the team identified the most profitable subsector of the market to enter as well as the potentially profitable clients.

The Impact
The challenges faced within the healthcare sector are numerous and changing demographics result in new complexities in patient care. The MBA team were able to deliver a blueprint for change and apply their insight and skills to clearly define Aramark’s unique competitive strengths.

“ It was an immensely rewarding experience to be a part of the MBA consultative team that delivered a blueprint to Aramark (Irish division) for possible new market entry. By applying different business analytical methods including stakeholder, risk and cost-benefit analysis, it really brought in class learning to life.”

Lopamudra Sasmal

It was an immensely rewarding experience to be a part of the MBA consultative team that delivered a blueprint to Aramark (Irish division) for possible new market entry. By applying different business analytical methods including stakeholder, risk and cost-benefit analysis, it really brought in class learning to life.”

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The Strategic
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The Live Action Learning Experience

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The LEAD Module

Delivered through a series of workshops, this module has three main goals.
1. Focus on building key competences for your career development and progression, by helping define your unique strategic career plan.
2. Learn cutting edge knowledge and frameworks to support the company project work throughout your studies.
3. To develop future leaders equipped with an understanding of real-world business challenges and trends

Sample Workshops

**Team Building Week**
Induction module delivered offline. Belmullet, Co Mayo.

**Evidence Based Management**
Improve the quality of decision making by using critically evaluated evidence from multiple sources – organisational data, professional expertise, stakeholder values and the scientific research literature.

**Company Project: Workshop 1 ‘Launch’**
Practical exercises in analysis, diagnosis, judgment making, design and decision making.

**Company Project: Workshop 3 ‘Get the Job Done’**
Take a business idea and interrogate the problem space through a ‘Jobs to be Done’ workshop approach.

**2 Day Workshop ‘Innovation & Design Thinking’**
Develop your strategic, innovation and design thinking skills through short lectures and rapid application to a live case.

**PSM Scrum Master Training**
Learn pragmatic approach to the Scrum practices and how to facilitate effective key Scrum meetings to get the best from your team.

**Project Management (online)**
A self-paced online workshop covering the skills and activities for effective project management.

**An online evolution — law, privacy rights, technology**

**Ace the Interview**
Explore a competency based interview structure and how this impacts your interview preparation. Anticipate questions and prepare effective answers.

How does it work?
Each workshop is unique – it might contain a mixture of mini-lecture, real-life case-studies, personalised career coaching, inspiring discussions with professionals, and interactive group exercises to enhance practical application of learning.

It is a mix of mandatory and optional workshops depending on your interests. Participants must build 40 points based on attendance during one year for Full Time or over two years for EMBA.

“Leadership development starts with understanding ourselves and expanding how we interact and collaborate with others. Leaders must make an impact in their organisation and the wider environment to be successful. Our job, is to hold a framework for students to explore different leadership philosophies and concepts through their own lens to enable them to consciously think about the impact of the decisions they are making. Through the journey of the MBA programme, our graduates discover their unique leadership qualities and gain clarity on how they their purpose will make a positive difference in the world.”

Melissa Sayer, Adjunct Assistant Professor in Leadership
The Full-time MBA Curriculum

Designed for those who wish to take a year out of their career to fully immerse themselves in the MBA experience, our full-time programme attracts a vibrant and highly international group of students. Lifelong friendships are formed and graduates leave with a global network.

The programme begins with a unique induction week – an entirely immersive, rustic and offline experience – and includes optional international residency weeks including South Africa and Brazil.

Classes are delivered principally on campus over three terms in one calendar year. We require students to attend 20+ hours of classes in term one which reduces as company projects and group work intensifies. Students must also allot time outside the classroom for group work, readings, individual research and assignments. We work with candidates to develop time management skills and best practice for group work.

The Trinity MBA transformed my career. Coming from India, I was committed to gaining international experience and changing industry. The strong network of professors, alumni and the MBA career team helped me gain employment in financial services in Europe.

Amit Chaturvedi, Transaction Manager at ING

*Curriculum subject to change.*
Hear from our Graduates

**Mike DeNardo**  
Full-time MBA  
Graduate 2014  
CURRENT EMPLOYMENT:  
Head of Trading, Director of BCS Global Markets, New York City

"The best part of the MBA for me was the focus on the softer skills – learning how to manage up, manage myself better, look at a situation a little bit differently and understand the position of the person you’re speaking to. The leadership and professional development module was phenomenal – it went through the entire programme. The company project we did was excellent. I worked in banking and finance my whole career and was able to apply my skills to a change management project with an engineering company. They took our feedback on board and actually hired one of our group to work in their company in Singapore. The week in Leuven was also phenomenal. The negotiation theory module and everything else was one of the best times I have ever had and probably the highlight of my academic career."

**Eugenée Mulhern**  
Full-time MBA  
Graduate 2017  
CURRENT EMPLOYMENT:  
Senior Adviser  
A&L Goodbody

"The Trinity MBA has been both an important milestone and a signpost to a new direction. Following a career in corporate finance at Ireland’s largest stockbroking and financial advisory firm, I entered the MBA with the objective of broadening, deepening and refreshing knowledge across a number of disciplines. I exited it with a renewed enthusiasm for learning, access to new skills to navigate many professional and social environments and the confidence and acumen that comes from survival of a challenging and stimulating experience in the company of bright colleagues and thought-provoking lecturers. I have since changed role, joining one of Ireland’s leading law firms as a senior adviser in the corporate team and have ample opportunity to seek to apply the numerous learnings from the MBA."

**Erin Malone**  
Full-time MBA  
Graduate 2013  
CURRENT EMPLOYMENT:  
Senior Marketing Manager  
Amazon Global Communities

"The Trinity MBA offers students an opportunity to develop their leadership and general management skills through an exceptionally interactive, team-based approach to learning. I found the intensive programme to be very much personalised while affording me valuable one-on-one relationships with the faculty. The programme has a strong international focus where students learn business principles relevant for a more global world. During my time at Trinity I had the opportunity to work with some of the most remarkably dynamic individuals who came to the programme from all over the world. I thoroughly enjoyed the Trinity MBA experience and will cherish not only the knowledge I gained but also the friendships that I made."

**Andrew Walsh**  
Full-time MBA  
Graduate 2018  
CURRENT EMPLOYMENT:  
Account Manager & Team Lead  
Oliver Agency

"I undertook the MBA in 2017/18. I had reached a point in my career where I knew a change of direction was the best way to progress professionally. After researching different courses I found that the Trinity MBA was the best platform to help me achieve this. Upon entering Trinity’s MBA programme I was delighted to find that the course provided all the tools I needed to succeed in the world of business. The course was engaging, challenging and allowed us ample opportunity to apply our learning in real world situations. It provided a network which can be accessed all over the world, allowing anyone who takes part in the programme to be a part of the global business community. The MBA is without a doubt the best investment I have ever made in myself and I would recommend it without hesitation to anyone considering following this path."

**Vaibhav Matoo**  
Full-time MBA  
Graduate 2016  
CURRENT EMPLOYMENT:  
Manager Advisory Services  
EY

"The Trinity MBA has transformed my opinion about what a programme can teach me. It is a rare occurrence that a programme not only teaches the course well but also teaches what every business needs the most – relationship building and time management. One of the most interesting things about the course is the opportunity to learn about various cultures and the related perceptions in the class. It widens your horizon and helps you encapsulate all the possible conditions in decision making. I would recommend Trinity Business School to everyone to come for a journey to experience the beauty of the campus, the warmth of the Irish culture and to shape your life for a better you."
2 year part-time delivery

The Executive MBA Curriculum

Designed for working professionals, the Trinity Executive MBA enables candidates to bring skills and knowledge gained straight to the workplace.

**Study Commitment**
Delivered over two years on a part-time basis, candidates attend classes two evenings per week and some Saturdays as the workload intensifies. Students must also allot time outside the classroom for group work, readings, individual research and assignments. We work with candidates to develop time management skills and best practice for group work.

**Block Weeks**
We have three mandatory block weeks that our Executive MBAs must attend over the two year period. This includes our induction week in Belmullet, Co Mayo, the International Residency week in Brussels and our ‘Design Thinking’ delivery days on campus. We provide these dates in advance so you can work them into your personal schedule. There are additional block weeks in Brazil and South Africa if you choose to take those electives.

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<td>Strategic Management</td>
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<td>Financial Reporting for Managers</td>
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<td>Corporate Financial Management</td>
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<td>Economics For A Global Market</td>
<td>The Strategic Company Project</td>
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<td>Leadership &amp; Organisational Behaviour</td>
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<td>The Strategic Company Project</td>
<td>The Strategic Company Project*</td>
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*Candidates can choose to complete both of the smaller projects or just one project and take two extra elective modules.

**YEAR LONG MODULES**

**LEAD** — Your Development, Your Career, Your Future

**ELECTIVES**

- Entrepreneurship
- Entrepreneurial Finance
- Leading with Business Analytics & AI
- Technology Today
- The insightful leader
- Leadership & Crisis
- Strategic HRM
- International Business
- International Finance
- Management & Sustainability - South Africa
- Negotiating for Value - Belgium

Students take a total of 40 ECTS in elective credits. There must be a minimum of 10 ECTS credits of elective project modules and remaining credits across taught modules, including any residency weeks. Available combinations will vary year to year with some electives delivered during international residency weeks for those who do not partake.

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*A Curriculum subject to change.
“Before I started the MBA I was advised by another medical MBA alumna it would change my view of the world, and how right she was. Thanks to the talented and informed lecturers who challenged my preconceptions, I grew to understand how businesses operate and this provided a catalyst for my continued learning. The greatest learning for me was collaborative, working closely with team members from diverse backgrounds and appreciating the value this diversity brings to decision making. I loved working on our various projects in second year where the theoretical knowledge from first year could be applied practically. I had never worked on projects like these before but, because project work formed a significant part of each module, they provided me with an opportunity to develop my own leadership style. Through self-reflection and regular peer-reviews from teammates, I began to identify where my personal strengths and areas for growth lie. I am now armed with the skills and techniques I believe are crucial going forward in my career, and have the confidence to embrace any new opportunity that lies ahead.”

“I was concerned that I would not be able to manage the demands of the course around my existing work and life commitments. However the Trinity Part-Time MBA exceeded my expectations in all these regards. The standout for me has been the quality and real-world experience of many of the lecturers, who are masters of their material, and manage to balance the subject matter with real world executive concerns in a highly pragmatic and effective way. The programme is a powerful combination of foundational learning and the latest academic and business thinking, plus the course’s timetable is accommodating and fits well with my work schedule. Both the breadth and the depth of the MBA, has meant I grow both personally and professionally, but I also met my co-founder and founded a company directly from the course lectures. Working within teams we were challenged to create solutions to existential and strategic issues facing the businesses we collaborated with, so it really brought theory from the course lectures to life. The other standout points from the Trinity MBA include the quality of my fellow candidates and access to an international network. The course also offered me the chance to complete modules in UCLA and Fudan University in Shanghai. It was a highly challenging experience to complete an MBA whilst a partner in a large corporate law firm but the MBA was certainly worthwhile for me as it helped me transition to my chosen area in aircraft leasing immediately after graduation.”

“From the many MBA programmes I looked at, Trinity stood out as it offered me the opportunity to apply the theory in real business settings through the company projects. I worked with a leading payments multinational and a start-up in geotechnical engineering looking to scale their business. Working within teams we were challenged to create solutions to existential and strategic issues facing the businesses we collaborated with, so it really brought theory from the course lectures to life. The other standout points from the Trinity MBA include the quality of my fellow candidates and access to an international network. The course also offered me the chance to complete modules in UCLA and Fudan University in Shanghai. It was a highly challenging experience to complete an MBA whilst a partner in a large corporate law firm but the MBA was certainly worthwhile for me as it helped me transition to my chosen area in aircraft leasing immediately after graduation.”

“I’ve been finding a huge amount of immediate relevant value, being full-time employed and a part-time student. I can test and experiment with new theories and ideas in real-time, coming back the next week with new debates and challenges. Not only is this helping me to retain concepts and find relevance in my real life, it’s allowing me to build on it, challenge it, and also begin to craft my own point of view. It’s challenging, and my days are full, but I personally wouldn’t want to learn any other way. I’ve been especially engaged with Amanda Shantz’s Strategic Human Resource Management class. The energy and up-to-the-minute insights and case studies she brings to her lectures really show that Trinity is at the forefront of issues and concepts confronting businesses today. My colleagues and I are literally sitting at the edges of our seats trying to get our thoughts in on the discussion because these topics personally matter and are relevant to us and our businesses.”

“I made the decision to study at Trinity because of its reputation as the number one entrepreneurial university in Europe and the proximity to Europe’s best tech companies and the experience I had during the MBA was second to none. Not only did I grow both personally and professionally, but I also met my co-founder and founded a company directly from the course curriculum. The Trinity MBA was a great opportunity for immersive learning and personal development. The team structure and focus on personal development and reflection create an environment where you are able to learn from each other and further develop your soft skills, and the support from alumni and the Irish network as a whole has been invaluable.”

CURRENT EMPLOYMENT:
Executive MBA
Graduate 2019
Dr Clodagh Conway
Medical Doctor
dep of Social Protection

CURRENT EMPLOYMENT:
Executive MBA
Graduate 2017
Blaine Callard
CEO
Freedom Australia

CURRENT EMPLOYMENT:
Executive MBA
Graduate 2016
Dan Kiely
Senior Vice President – Legal,
BoCommm Aviation Leasing Ireland

CURRENT EMPLOYMENT:
Executive MBA
Student
April Durrett
CEO
Fjord

CURRENT EMPLOYMENT:
Executive MBA
Graduate 2018
Lizzy Hayashida
Co-Founder & CEO
Change Donations
MBA Careers & Community

The Career Support team are dedicated to supporting our students and alumni in exploring career options, preparing effectively for their next career move, and making informed career decisions that will develop and shape their futures through workshops and tailored individual career sessions.

Lifelong Career Service and Alumni Network

Our dedicated career development team will help you identify your ideal career path and provide tailored advice on how best to achieve your career goals through workshops and one-to-one coaching. As a member of the Trinity MBA alumni community you will have lifelong access to this service. As Ireland’s leading MBA programme, employers from all industries recruit our graduates. The New York Times ranked Trinity in the top 150 global universities in terms of universities’ employers rated most highly.

Full-time Statistics*

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<thead>
<tr>
<th>Statistic</th>
<th>Percentage</th>
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<tr>
<td>Basic Salary Increase Post MBA</td>
<td>48%</td>
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<tr>
<td>Of Graduates Changed Country of Employment</td>
<td>48%</td>
</tr>
<tr>
<td>Employed Three Months Post-Graduation</td>
<td>88%</td>
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<td>Years Return on Investment</td>
<td>2.5</td>
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Meet The Team

Ruth O’Leary
Head of the Careers and Alumni Team

Denise McBride
MBA Careers and Alumni Advisor

Conor Edwards
Alumni and Corporate Relations Manager

Mark Heeney
MBA Careers and Alumni Advisor

Sample workshops

- **PERSONALISED CAREER MEETING**
  Focused on developing your SMART Career Plan and your personal career ambition.

- **CAREERS & POSITIVE PSYCHOLOGY**
  How to turn stress into positive energy. The psychology of success and the brief psychology of wellbeing and evidence-based methods.

- **HR PROFESSIONALS PANEL — MBA ALUMNI**
  Guidance from fellow MBA Alumni working in recruitment and HR on marketing yourself.

- **CAREER READINESS IN A CHANGING WORLD**
  Three-dimensional approach to lifelong employability.

- **INTERVIEWING WORKSHOP**
  Explore a competency based interview structure and interview preparation.

- **SALARY BENCHMARKING**
  How to effectively benchmark and negotiate salaries which enables you to make informed decisions.

“...The career specialist at Trinity Business School helped me prepare my CV and LinkedIn account, gave me the confidence needed to go through tough interviews and coached me towards the path I wanted to take. The months before finishing the MBA they helped me feel confident about my skills and the process of looking for a job overall.”

Laura Rosich, Full-Time MBA Graduate, Director of Digital Service Innovation, McKinsey & Company

*Trinity MBA graduating class of 2018.
Trinity Business School

Our Global Reach

Trinity Business School is an internationally accredited school with a global community made up of alumni, students, faculty, partner universities and businesses around the world. We have 50 partner universities for undergraduate exchange in 18 countries including those ranked first in Russia, Hong Kong, Singapore and China.*

Our Alumni
Trinity alumni include Nobel prize winners, global thought leaders and trailblazers in many disciplines. Your alumni connection is for life and with over 140,000 alumni across the globe, the Trinity Business Association is a great resource for networking and staying in touch with people who have shared the Trinity experience from all academic disciplines, who are engaged in business activities.

Our Students
Our highly international and diverse student body allows you to experience the global business world as it is and gain different perspectives.

Trinity MBA Global Reach
In the last 5 years, our MBA student population came from over 40 different countries creating a unique and diverse atmosphere.

MBA Student Population

Argentina  Canada  Iceland  Malaysia  South Africa  United States
Australia  Cyprus  Ireland  Lithuania  Russia  Sweden
Brazil  Egypt  Japan  Mexico  Tunisia  Switzerland
Bulgaria  Ghana  France  Nigeria  UAE  Turkey
Belarus  Germany  Italy  Pakistan  UK  Venezuela
China  Hungary  Kenya  Peru  Spain  United States
Costa Rica

*CUHK, Hong Kong; St Petersburg State University, Russia, Tsinghua University, China and Singapore Management University.
The Application Process

We take a holistic approach to assessing applications. Along with your professional experience and academic credentials, we want to learn more about you and your goals.

Entry requirements
— Bachelor’s degree or equivalent;
— Minimum 3 years professional or managerial work experience;
— Preferred minimum GMAT score of 550, or equivalent GRE score*;
— Evidence of English proficiency, if English is not your native language.

Scholarships
Self-financing candidates are advised to apply for scholarship by downloading the form from the Fees and Scholarship section of the Trinity MBA website and uploading the completed form to their online application form: tcd.ie/business/mba

How to Apply
Complete the online application form online, attach your supporting documentation and answer three short essay questions. The documents required include:

✓ Current CV or resume;
✓ Copies of your completed transcripts or professional qualifications;
✓ Two supporting references or contact details for two supporting references we may contact;
✓ Complete the essay questions within the application form;
✓ GMAT or GRE results if you have completed the test;
✓ Proof of English (for non-native English applicants). For information on acceptable language tests, please visit our website;
✓ Any other relevant evidence.

Tuition Fees
Executive MBA: €18,250 per year
Full-Time MBA: €36,500

Get in Touch
Please contact us for further details or send us your CV to review pre-application.
+353 1 896 4867
thetrinitymba@tcd.ie

*Where a candidate exhibits the skills and competencies evaluated by the GMAT and GRE tests, a waiver may be granted.
The new Trinity Business School will educate today’s students for the jobs of tomorrow. The business of Trinity is education. Inspiring new minds and creating new ideas that will change the world.

Leo Varadkar
An Taoiseach (Prime Minister) — 23rd May 2019