

Micro-Credentials

Information Sheet and Descriptor

Definition (working)

A micro-credential is a proof of the learning outcomes that a learner has acquired following a short learning experience. These learning outcomes have been assessed against transparent standards. The proof is contained in a certified document that lists the name of the holder, the achieved learning outcomes, the assessment method, the awarding body and, where applicable, the qualifications framework level and the credits gained. Micro-credentials are owned by the learner, can be shared, are portable and may be combined into larger credentials or qualifications. They are underpinned by quality assurance following agreed standards (working definition approved by HCI Steering, 11 February 2021**).**

Micro-credentials – range of credits from 2.5* ECTS, 5 ECTS, 10 ECTS.

*Note: for the 2021/22 academic year micro-credentials will consist of 5 ECTS or 10 ECTS.

Micro-credentials:

- Consist of credit offered for continuing/professional development purposes.
- Are specifically designed to upskill the workforce.
- May be stackable.
- Offer flexible delivery to meet the needs of industry, business and employees.

MC = Micro-Credential

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HCI Pillar 3

Micro-Credentials: Descriptor

HCI Cluster and Work Package for the proposed micro-credential:	Cluster 1: Work-package 1
To whom will the micro-credential be offered?	<p>Specify the <i>specific industry/profession targeted</i>:</p> <p>This MC course will be offered to business and other organisational leaders, from non-finance and non-accounting backgrounds, who need to develop an understanding of the fundamentals of financial management. Programme targeting would include executives and managers who have little or no experience with finance but who must make key financial decisions together with aspiring or newly appointed managers who wish to develop their capacity to add value to their organisation and their own careers. Hence, participants of this programme would range from owner/managers, senior managers, CEOs and directors who require critical analysis skills in finance for effective communication and the making of informed decisions.</p>
Micro-credential title:	Finance for Non-Financial Executives
Is the proposed micro-credential a new or existing module (repurposed)?	New module/MC
(For Existing Modules Only)	
Existing module detail	<p><i>If this is an existing module to be repurposed as a micro-credential, please respond to the questions below.</i></p> <p><i>If not, proceed to the next section.</i></p> <p>State the name of the module and programme (<i>and enclose module descriptor if available</i>): Click or tap here to enter text.</p> <p>Is the module shared with another discipline/School? If so, name the discipline/School: Click or tap here to enter text.</p> <p>Existing Module details: Select UG or PG.</p>



	<p>State year group.</p> <p>No. of ECTS of module: Click or tap here to enter text.</p> <p>NFQ level: Click or tap here to enter text.</p> <p>School (owner and discipline): Click or tap here to enter text.</p> <p>Module coordinator: Click or tap here to enter text.</p> <p>Code in SITS: Click or tap here to enter text.</p> <p><i>If changes are required to the existing module so that it can exist coherently as a micro-credential please give details (please also outline how the existing module will meet the criteria of a micro-credential in terms of meeting the needs of industry and, providing flexible delivery):</i></p> <p>Click or tap here to enter text.</p>	
Micro-credential information		
NFQ level (if applicable)	9	PG
ECTS	<p><i>Note: 5 ECTS: 100–125 hrs student effort (PG: 1 ECT: 25 hrs student effort)</i></p> <p>5 ECTS (125 student effort hours)</p>	
School (owner) and discipline	Trinity Business School	
MC Coordinator (name) <i>(Must be academic / teaching staff)</i>	<p>Hilary Hough, Adjunct Associate Professor, TBS Dr. Gerard McHugh, Associate Professor, TBS</p> <ul style="list-style-type: none"> Hilary Hough is a senior adjunct lecturer in Accounting & Finance and has been with TBS for more than 25 years and is a senior member of the MBA teaching panel. Gerard McHugh is an associate professor in Accounting & Finance with TBS. 	
State other Schools/external organisations involved in the delivery of the micro-credential (if applicable)	N/A	



Industry/profession

Specify the industry/profession targeted by the micro-credential:

Business and other organisational leaders who need a fundamental understanding of financial analysis and the financial implications of strategic decision making. The programme is aimed at a broad cross-section of business, non-governmental and government organisations. Participants of this programme range from owner/managers, senior managers, CEOs and directors who require critical analysis skills in finance for effective communication and informed decisions.

What market need is addressed by the micro-credential:

This MC course is specifically designed for senior executives, business leaders and professionals who want to expand their strategic thinking and knowledge base in finance to address significant business challenges, make informed decisions, gain a competitive edge in their career, feel confident in new roles, or embark on new professional paths.

State the industry/employer-related skills addressed by the micro-credential:

- Participants will gain an improved understanding of financial terminology and a clear understanding of how to create metrics and measure financial performance within their organisation.
- Learn how to navigate financial statements and undertake fundamental financial diagnostics on key documentation.
- Understand key metrics of performance and measure how a business has performed against similar businesses.
- Participants will learn how to use practical tools to improve the financial performance of their business.
- Analyse the impact of volume growth on financial performance, understand margin enhancement and minimising investment in assets.
- Gain an understanding of key factors in making effective finance decisions.
- Clearly identify relevant cash flows and how the hurdle rate for investment decisions is arrived at.
- Understand discounted cash flow techniques and be able to use them to evaluate investment decisions.
- Understand the key elements of company valuation.

How will the delivery of this micro-credential facilitate industry/professional staff participation (flexible delivery – online/blended/face-to-face – evenings/weekends etc)?

Four days of face-to-face delivery based on 2 x 2-day blocks, with approximately three weeks between sessions. This format, in the experience



	of TBS Executive Education, works best for mid-level and senior level organisational leaders and minimises disruption to work.		
Teaching staff & if appropriate institutional/industry affiliation	Name all teaching staff involved and if external, the name of the organisation. Hilary Hough, Adjunct Associate Professor, TBS Dr. Gerard McHugh, Associate Professor, TBS		
Min./max. number of students	Min. number of students: 12 Max. number of students: 25		
Mode of delivery	Face-to-face Any further details: Will be delivered online (via Zoom) if unable to take place face-to-face due to Covid restrictions. TBS Executive Education have expertise in delivering short courses online.		
MC entry & admission requirements/pre-requisites (if applicable)	<p>The micro-credential course targets professional learners from mid and senior levels from the private, public and third sectors and will be open to graduates with a degree (or equivalent) with a strong academic record in any discipline from a recognised third level institution.</p> <p>Applicants without a degree are welcome to apply provided they can show a proven managerial track record. All applicants are required to have a minimum of 3 years professional or managerial work experience (this is in-line with entry criteria for other TBS post-experience postgraduate programmes such as the MBA and Executive MBA programmes).</p> <p>Language requirements for students whose first language is not English are IELTS 6.5 or TOEFL IBT 90 for non-native English speakers.</p> <p>In case of heavy competition for places or concern regarding a particular applicant's suitability, applicants may be interviewed.</p>		
Proposed commencement date	September 2021		
Micro-credential frequency, duration and term	<i>Frequency of delivery during the academic year:</i> Up to twice a year	<i>Duration of the MC (e.g. 6 weeks). If block delivery applies provide details:</i> 4-day block delivery, split into 2 x 2-day sessions and delivered within 6 weeks	<i>Indicate term(s):</i> Michaelmas <input checked="" type="checkbox"/> Hilary <input checked="" type="checkbox"/> Trinity <input checked="" type="checkbox"/>



Contact and independent study hours (include total)	<p>(1 ECTS = 25 hrs) Note: contact hours also relate to online delivery.</p> <p>Lectures – 30 hours.</p> <p>Study/Self Study – 60 hours.</p> <p>Assignment – 35 hours.</p> <p>Total – 125 hours</p>
Micro-credential aims	<p>This MC course is specifically designed for senior executives and organisational leaders who want to expand their knowledge and know-how in relation to the fundamentals of financial analysis and financial decision making.</p> <p>The MC course aims to empower business leaders with a deep understanding of financial analysis and the use of financial data and information in strategic decision making.</p>
Micro-credential learning outcomes (approx. 5)	<p>Resources: Academic Practice and QQI</p> <p>Note: Learning outcomes should stem from and align with the MC aims and start with an explicit and assessable verb.</p> <p>On successful completion of this micro-credential, learners will be able to:</p> <p>LO 1 Define and describe the terminology and language of finance and accounting.</p> <p>LO 2 Critically analyse and apply knowledge of business performance, cash flows, costing and pricing, company valuations and investment appraisal.</p> <p>LO 3 Select from advanced financial techniques to develop a tool kit which participants can apply within their own organisation and put into practice immediately.</p> <p>LO 4 Demonstrate how to critically Evaluate a company's financial performance using common-size income statements.</p> <p>LO 5 Illustrate and interpret the components of the assets, liabilities and equity sections of the balance sheet, and discuss the uses of the balance sheet in financial analysis.</p> <p>LO 6 Demonstrate how the cash flow statement is linked to the income statement and the balance sheet.</p>
MC content areas. (Bullet points can be used) If the MC (or components) will be delivered in a blended format, identify the content that will be delivered online.	<p>To provide participants with an understanding of all aspects of financial statements and provide them with tools to undertake financial and investment analysis. The micro-credential content areas covered are:</p> <ul style="list-style-type: none">• Financial Statements• Key Performance Metrics• Financial Terminology• Impact of Volume Growth on Financial Performance, Margin Enhancement and Minimising Investment in Assets• Budgeting, Costing and Pricing



	<ul style="list-style-type: none">• Investment Appraisal• Company Valuations• Cash Flows
Teaching and Learning Methods (state pedagogical approach). Include the online environment(s) to deliver the MC e.g. Blackboard/Zoom, if appropriate.	Resources: Academic Practice This is a 4-day module, comprising of lectures and interactive workshops, with additional reading material and independent learning and reviewing via Blackboard. Face-to-face classes will be supported by a variety of teaching and learning methods including group work, student-led discussion, self and peer evaluation. The MC course is planned as F2F. However, if unable to deliver in person, Zoom will be used for online delivery (in line with current practice in TBS).
MC assessment components <i>Please include the following...</i> <i>How will the MC be assessed?</i> <i>Indicate the LO assessed for each assessment (e.g. LO1 etc.)</i> <i>Indicate the % of overall mark each assessment is worth.</i> <i>Indicate if summative/formative (e.g. essay/research paper)</i>	Individual written assignment (70%) - LO1, LO2, LO3, LO4, LO5 & LO6 <ul style="list-style-type: none">• Participants will undertake a detailed financial analysis of their own business. If it is not appropriate for confidentiality or other reasons for a participant to use their own business a sample business will be provided to the participant for analysis.• The assignment will require calculation of all the relevant Key Performance Indicators and a detailed analysis of what the KPIs indicate about the performance of the business.• Participants will formulate a valuation of the business using relevant techniques learned during the programme. Active participation in peer-feedback process (30%) - LO2, LO4 <ul style="list-style-type: none">• Participants will be expected to contribute to class discussion on all of the topics covered.• There will be group and individual tasking undertaken by participants during class. Additional information: Assessments will give participants the opportunity to apply various financial tools learned throughout the programme to their own business. A detailed assessment brief and rubric will be attached to the course outline. Lecturer will be available for consultation throughout the scheduled delivery period of the Micro-credential.
G=State how the MC will be reassessed if failed	Failure is defined as a module grade of less than 50%. Only one resubmission will be allowed per assessment element, and the maximum mark awarded for the resubmitted assignment is 50%. Students who, following re-submission, have failed to pass a module will be deemed to have failed overall, and may apply to repeat the Micro-credential.



Pass standard & any special requirements for passing the MC	50% required for pass.
Penalties for late submission	Late submissions without an extension will be capped at 50%
Core reading (if applicable)	<ul style="list-style-type: none">Finance for Non-Financial Executives Study Manual (provided by Lecturer)<i>Understanding Financial Statements</i>, [11th ed] Aileen Ormiston and Lyn Fraser Publisher: Pearson.
Are there subject experts in other Schools/disciplines?	No If yes, name of School and discipline Click or tap here to enter text. Has the MC been discussed with the School/discipline and DUTL/DTLP? Yes
Proposed student fee	External student fee €2,000

Faculty Dean and School Executive Approval:

Date of approval of the proposed micro-credential by the School Executive: 18/05/2021 (Letter of support provided by the Dean)

Date of approval of financial information by Faculty Dean: 13/05/2021

Signed by Head of School:

Date: 21.06.21

Faculty Dean:

Date: 08.06.21