

## 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 micro-credential is designed to cover the extent of the enterprise, both the company itself and its supply chain. Participants will be able to focus on building the capability and capacity of their senior people and key processes in order to drive business improvement. The primary focus of this micro-credential is to help senior managers and leaders develop their understanding of strategic and practical lean business concepts, to support their drive to build sustainable and constantly improving competitiveness within their businesses, and to provide the opportunity to develop the next generation of leaders for their organisation.</p>
Micro-credential title:	<b>Foundations in Lean Operational Excellence</b>
Is the proposed micro-credential a new or existing module (repurposed)?	New module/MC
<b>(For Existing Modules Only)</b>	
Existing module detail	<p><b><i>If this is an existing module to be repurposed as a micro-credential, please respond to the questions below.</i></b></p> <p><b><i>If not, proceed to the next section.</i></b></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><b>Existing Module details:</b> 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>	
<b>Micro-credential information</b>		
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>Dr. Richard Keegan, Adjunct Associate Professor, TBS (Dr. Keegan is one of Europe’s leading experts in lean operations, former head of lean operational excellence at Enterprise Ireland and has been a member of the TBS teaching panel for over 10 years)</p> <p>Dr. Mary-Lee Rhodes, Associate Professor, DPGTL, TBS</p>	
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:**

This micro-credential is aimed at operational and commercial managers from across a wide range of sectors where operational excellence is paramount for efficacy and/or competitiveness including manufacturing, construction, logistics, professional services and healthcare. The micro-credential is also targeted at managers who want to improve performance within their organisation and leaders who wish to develop their operational and strategic knowledge of key members of their teams. Aspiring managers who wish to develop their capacity to add value to their organisation will also benefit from this course.

**What market need is addressed by the micro-credential:**

Across the world, leaders must develop responses to global competitiveness challenges that will help ensure the survival and growth of their organisations into the future. This approach to business and management within social enterprises and governmental organisations means that we need to be highly efficient, agile and competitive if we are to maintain our positions on what is not always a level playing field. This programme is designed to cover the extent of the enterprise, the company itself, its supply chain and what we increasingly refer to as its competitive ecosystem. Participants will focus on building the capability and capacity of their senior people and key processes in order to drive business improvement. The primary focus of this MC is to help senior managers and leaders develop their understanding of strategic and practical lean business concepts, to support their drive to build sustainable and constantly improving competitiveness within their businesses, and to provide the opportunity to develop the next generation of leaders for their organisation.

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

A toolbox approach to exploring fundamental principles, theories and frameworks in lean management are addressed in this micro-credential and cover a range of skills:

- Principles, Rules, Tools and Questions of Lean Practice.
- Look, See, Understand, Think and Do – Practical approach and Tools for operational diagnostics.
- The Five Rings of Lean Business Excellence.
- Principles and Practice of Benchmarking Qualitative and Quantitative.
- Case Study Examples - Used to illustrate, share and challenge with a high level of engagement.



	<p><b>How will the delivery of this micro-credential facilitate industry/professional staff participation (flexible delivery – online/blended/face-to-face – evenings/weekends etc)?</b></p> <p>Four days of face-to-face delivery based on 2 x 2-day blocks, with approximately three weeks between sessions. This format works best for mid-level and senior level organisational leaders and minimises disruption to work.</p>
Teaching staff & if appropriate institutional/industry affiliation	<p>Name all teaching staff involved and if external, the name of the organisation.</p> <p>Dr. Richard Keegan, Adjunct Associate Professor, TBS Dr. Heiko Gierhardt, Adjunct Teaching Fellow, TBS (Dr. Gierhardt is a leading European expert in agile and lean operational excellence and has been a member of the TBS adjunct teaching panel for over 6 years).</p>
Min./max. number of students	<p>Min. number of students: 12</p> <p>Max. number of students: 25</p>
Mode of delivery	<p>Face-to-face</p> <p>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.</p>
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	<p>September 2021</p>



<p>Micro-credential frequency, duration and term</p>	<p><i>Frequency of delivery during the academic year:</i></p> <p>Up to twice a year</p>	<p><i>Duration of the MC (e.g. 6 weeks). If block delivery applies provide details:</i></p> <p>4-day block delivery, split into 2 x 2-day sessions</p>	<p><i>Indicate term(s):</i></p> <p>Michaelmas <input checked="" type="checkbox"/></p> <p>Hilary <input checked="" type="checkbox"/></p> <p>Trinity <input checked="" type="checkbox"/></p>
<p>Contact and independent study hours (include total)</p>	<p><i>(1 ECTS = 25 hrs) Note: contact hours also relate to online delivery.</i></p> <p>Lectures – 30 hours.</p> <p>Study/Self Study – 60 hours.</p> <p>Assignment – 35 hours.</p> <p>Total – 125 hours</p>		
<p>Micro-credential aims</p>	<p>Participants will focus on building their capability and capacity and that of their senior people and key functions to drive improvement by developing their understanding of strategic and practical lean business concepts. This is done to support their drive in building sustainable competitiveness and to provide the opportunity to develop the next generation of organisational leaders.</p>		
<p>Micro-credential learning outcomes (approx. 5)</p>	<p>Resources: <a href="#">Academic Practice</a> and <a href="#">QQI</a></p> <p><i>Note: Learning outcomes should stem from and align with the MC aims and start with an explicit and assessable verb.</i></p> <p>On successful completion of this micro-credential, learners will be able to:</p> <p>LO1 Demonstrate a critical awareness of the field of Lean operations strategy and its role as a delivery mechanism for improving company competitiveness and capability.</p> <p>LO2 Demonstrate a systematic understanding of how Lean operational analyse of the organisation and managerial situations using key concepts such as process, capacity, quality, development, improvement, focus can lead to greater understanding of organisational capability and capacity.</p> <p>LO 3 Demonstrate the ability to develop people’s engagement with competitiveness improvement activities.</p> <p>LO 4 Critically Analyse and evaluate lean thinking and approaches.</p> <p>LO 5 Develop and implement a lean thinking approach using appropriate tools, that improve business capability and competitiveness.</p>		
<p>MC content areas. (Bullet points can be used)</p> <p>If the MC (or components) will be delivered in a blended</p>	<p>The area’s covered by this micro-credential are designed to provide a practicing manager with the understanding and insight to successfully develop the capability and capacity of their people and processes using current Lean/Operational Excellence good and best practice tools, concepts and approaches. The course content will address administration, manufacturing and service type organisations, introducing concepts and tools to support managers in their improvement journeys:</p>		



<p>format, identify the content that will be delivered online.</p>	<ul style="list-style-type: none"> <li>• Lean Business Concepts and Framework</li> <li>• Practical Approach and Tools for Operational Diagnostics</li> <li>• Qualitative and Quantitative Analysis Methods</li> <li>• Principles, Rules and Tools of Lean Practice</li> <li>• Developing people, including management to improve capability and capacity</li> </ul>
<p>Teaching and Learning Methods (state pedagogical approach).</p> <p>Include the online environment(s) to deliver the MC e.g. Blackboard/Zoom, if appropriate.</p>	<p>Resources: <a href="#">Academic Practice</a></p> <p>This is a 4-day F2F micro-credential, comprising of lectures and interactive workshops, with additional reading material and independent learning and reviewing.</p> <p>Face-to-face classes will be supported by a variety of teaching and learning methods including case methodology, panel discussions, group work, student-led discussion, self and peer evaluation. The lectures can be provided, and potentially recorded on Blackboard/Zoom, providing the opportunity for synchronous and asynchronous participation in the lectures. Reading materials will be available through Blackboard. Feedback on learning logs will be provided asynchronously.</p>
<p>MC assessment components</p> <p><i>Please include the following...</i></p> <p><i>How will the MC be assessed?</i></p> <p><i>Indicate the LO assessed for each assessment (e.g. LO1 etc.)</i></p> <p><i>Indicate the % of overall mark each assessment is worth.</i></p> <p><i>Indicate if summative/formative (e.g. essay/research paper)</i></p>	<p>I) A written assignment directed towards the students own organisation and the deployment or planned deployment of course learnings in their own professional context/workplace. (2000 words approx.) (70%) - LO2, LO3, LO4, LO5 (The written assignment provides the student the opportunity to demonstrate learnings made.)(The practical nature of the assignment and the focus on their own business/operation means that the work is both academically sound and practically useful, thereby meeting the needs of both academia and business)(The 2,000 word count is set based on prior experience in teaching executive MBA classes. It provides a significant challenge to students to complete and also gives scope to address challenges within an operation. There will be some scope if students want to go over the 2,000 word count point).( This approach is fully focused on giving students the opportunity to reflect on the material and content within their own environment.)</p> <p>II) Active participation in lecturer-student feedback process (30%). Students will be expected to develop learning logs on the lectures and their understanding of the material in their own environments. Logs will be required to be submitted after each session and feedback will be returned from the lecturer, assuring the learning journey for students – LO1, LO2, LO3</p> <p>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.</p>
<p>G=State how the MC will be reassessed if failed</p>	<p>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,</p>



	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"> <li>• <i>Lean Service</i>, Richard Keegan and Eddie O’Kelly, Oak Tree Press 2015</li> <li>• <i>The Five Rings of Lean Business Excellence</i>, Success Store, Oak Tree Press 2015</li> <li>• <i>Becoming Lean – Practical Steps to build competitiveness</i>. Richard Keegan. NuBooks 2011</li> <li>• <i>Applied Benchmarking for Competitiveness</i>, Richard Keegan and Eddie O’Kelly, published by Oak Tree Press e-book 2012, print 2004</li> <li>• <i>Leading Change-why transformation efforts fail</i>, John Kotter, HBR, 2007</li> <li>• <i>Lean Knowledge Work</i>, Bradley States, David Upton, HBR, 2011</li> <li>• <i>Unlocking the hidden value in organisations</i>, Charles O’Reilly, Jeffrey Pfeffer, Employment Relations Today, 2000</li> </ul>
Are there subject experts in other Schools/disciplines?	<p>No</p> <p>If yes, name of School and discipline <a href="#">Click or tap here to enter text.</a></p> <p>Has the MC been discussed with the School/discipline and DUTL/DTLP?</p> <p>Yes</p>
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:

*Andrew Bile*

Date: 21.06.21

Faculty Dean:

*Gail McEvoy*

Date: 08.06.21