



TRINITY COLLEGE DUBLIN  
COLÁISTE NA TRÍONÓIDE, BAILE ÁTHA CLIATH

THE  
UNIVERSITY  
OF DUBLIN

# Trinity MBA

Trinity MBA Programme  
School of Business

You're different.  
So are we.



Entrepreneurial spark

Enlightened leadership

Global vision

Individual focus

# Trinity MBA

## You're different. So are we.

The Trinity MBA is an invigorating, transformative and intensive journey.

Our focus is based on working collaboratively with students, businesses and faculty to forge a cohort of exceptional leaders, while also contributing positively to the business environment and the wider community.

This commitment to sustainable leadership is at the heart of what we do.

### Entrepreneurial spark

Every element of our programme is designed to stimulate students' imagination, initiative and sense of innovation. This approach has an incredibly energising effect and so for many of our graduates the Trinity MBA has proven a catalyst that sparked a positive shift in their career trajectory, and even, in many cases, facilitates complete career and industry change.

Our internationally recognised and top-ranking MBA equips graduates with the knowledge and skills to accelerate within their industry, or to make a radical transition into a new area. One of the main ways in which we do this is through our focus on entrepreneurship and *intrapreneurship* (entrepreneurial strategy and thinking in large organisations).

At Trinity School of Business we understand that entrepreneurs require specific skill sets at different stages in the development of a business. Therefore, we look at the entrepreneurial life cycle from brainstorming and innovative thinking to the initial chaos of business launch, through to the systemisation of a high growth enterprise including analysis of the strategic shifts in approach required to ensure success.

The Trinity MBA continually demonstrates the value of applying entrepreneurial skill sets within the context of large multinational and global companies. This concept of 'intrapreneurship' addresses the necessity for big business to identify opportunities for adaptation and innovation in order to maintain competitive advantage and thrive. Key to this is the ability to nurture and maintain a culture of creativity and innovation throughout the life of the business.

This core theme of entrepreneurship equips students with the competencies necessary to start something out of nothing or breathe new life into an existing organisation. In short, completing our programme isn't just about adding a designation to your business card; our graduates are fired-up and equipped to ignite change in their chosen industry.

### Enlightened leadership

In a business environment where conventional hierarchical management structures are moving towards more collaborative ones, it has never been more important to understand your individual leadership style, how you behave in teams and where your strengths are.

Each MBA student completes a series of psychometric tests and facilitated coaching sessions at key points in the programme. By profiling your leadership DNA in this way, we shine a light on your natural strengths and the potential challenges you may face working with your colleagues in project teams. These insights provide the basis of ongoing one-on-one and team coaching throughout the programme, designed to develop

your self-awareness, recognise your key leadership assets and identify how best to leverage these.

### Global vision

A European hub for over 1,000 multinational companies, uniquely connected to the US and the UK and pro-active in developing links with China and India; Ireland is one of the most globalised economies in the world and is consistently ranked in the top 5 by the EY Globalisation Index. It makes sense then that we embed a global perspective across every element of our programme, from taught modules to team projects. Our modules speak to global business experience. The Irish economy relies on attracting multinationals and facilitating ease of cross border management for indigenous businesses looking to grow their market. These factors present a unique opportunity for Trinity MBA students to work with companies and SMEs who always have an eye cast beyond the immediate horizon.

### Individual focus

The philosophy and structure that underpins our MBA programme necessitates that we keep our class sizes small. By restricting our numbers to 40 people on the full-time programme and 40 on the part-time programme, we ensure that each participant's experience is a rounded one, where we get to know you intimately; identifying the individual challenges and natural talents that will inform your development throughout the programme.

# “A life-changing experience”

The Trinity MBA was a life-changing experience for me. The course is of exceptional quality.

I now have the professional support of my peers who come from all around the world. This, for me, is the biggest strength of the Trinity MBA.

Copal Mathur: Trinity MBA alumnus

## Why the Trinity MBA?

### Aims

The Trinity MBA is designed to develop creative and articulate strategic managers with strong analytical and interpersonal skills, who can operate and lead effectively in an international environment.

As a Trinity MBA student you experience a learning model that mirrors the workplace and allows you to acquire a general management perspective with a strong strategic focus.

### Ethos

One of the embedded themes of the Trinity MBA is that of sustainable leadership. It is imperative to us that each of our graduates is cognisant of their responsibilities in respect of stewardship of communities and the environment.

This approach provides students with the tools necessary to optimise their individual leadership potential while simultaneously enabling them to contribute positively to the wider world.

### Structure

#### Induction

MBA Candidates get to work immediately during the programme's induction week where the class is taken to the Belmullet Peninsula in County Mayo for the launch of the Leadership & Professional Development module. Activities take place in an off-line environment which facilitates class cohesion and team building. The week concludes with a welcome reception back at Trinity College Dublin where candidates meet faculty and alumni.

### Theoretical

There are 16 taught modules divided into 3 core strands, covering a critical mass of learning focused on management theory and concepts. This provides students with a strategic framework, which they can then apply to our live 'in-company' projects.

### Practical

This unique and innovative strand of our programme – 'Integrative Management Practice' – is gradually phased in during the second term for the full-time class and second year for the part-time class, becoming the central focus of the programme as you near completion (read more about this on page 10). All Students also complete a European Residency Week at the 400 year old Leuven Institute in Belgium in their third term. This experience is specifically focused on the development of negotiation skills, cross border management and understanding global and regional drivers of change. As part of the week candidates will spend time in the European Commission and Parliament.

### Part-time or full-time: you choose.

We recognise that an MBA is a significant, and rewarding undertaking for any student. Therefore, we offer the flexibility of a part-time option to students who wish to study while they continue to work.

Similarly students who are keen to embark on career change revel in the immersive nature of the full-time programme.

Whichever option you choose, rest assured that you will experience all the benefits that the Trinity MBA has to offer.

**Globally ranked**  
A top 40 ranked MBA (QS global index)

**International diversity**  
On average more than 20 nationalities

**Academic excellence**  
50 years delivering our MBA programme

**Powerful alumni network**

The Trinity MBA provides a deep understanding of the classic and new disciplines of business management, preparing you to walk into any business or function and add value. What sets the Trinity MBA Programme apart is how they partner with industry giving you access to companies at executive level. The programme develops your capacity to transform businesses and ensures you have real opportunities to test those skills with industry partners.

**Padraig Rushe: Trinity MBA alumnus**

“Access to companies at executive level”



## The University of Dublin

Founded in 1592, Trinity College Dublin is Ireland's oldest and most prestigious university.

Within its historic buildings, ancient traditions and endearing folklore coexist with award-winning methods of modern education and innovative scientific research.

The priceless treasury of early printed books, a vast modern deposit library and cutting edge laboratories ensure Trinity's scholarly excellence and research focus attracts students, scientists and artists from all over the world.

## Student Life at Trinity

Our students are not just academically competitive, but creative, innovative and fiercely independent; pursuing music, art and sport, as well as advocacy, entrepreneurship and charity work.

The outstanding sports complex, dynamic community of societies as well as on-campus galleries and theatres, enable these extra curricular passions to find expression.

Why not come and see for yourself.

[www.tcd.ie](http://www.tcd.ie)

## History of the Trinity MBA

Fifty years ago, the finishing touches were being made to the design of the Trinity MBA programme, in preparation for the first intake in October 1964. When the first class of ten students graduated in 1965, it was something of a media event; The Irish Times reported that the degree programme represented the outcome of ten years research bringing business and university together. The Daily Telegraph reported that these were the first graduates of their kind to emerge in the British Isles, while the Sunday Express noted the MBA Director's concern about resources, he regretted that the resources extended only to chalk and talk – 'we need to invest in computers, accounting machines, copying equipment'. It was a simpler world.

In the first 20 years, the MBA programme typically enrolled about 15 students annually. Today the annual intake remains intimate by MBA standards, with a maximum of 40 students selected each year for both the 12 month full-time programme and the 2 year part-time programme. This contrasts sharply with the large "assembly line" cohorts enrolled in other business schools, and ensures that everyone participates and engages fully. Our ethos of getting to know our students individually remains. We believe our MBA programme to be a truly life changing experience.

While the curriculum has evolved over the years, including the introduction of our innovative in-company project work, many of the core values remain including; the internationalism of our graduates, the strong sense of community in the School of Business and the leadership and professional development focus of the MBA.

One of the longest running MBA programmes in Europe – celebrating 50 years in 2014

Ranked among the world's Top 100 universities

17,000 students from 122 countries

Boasts a library collection of 4.25 million books

# “Leap towards your goals”

The Trinity MBA gave me the opportunity to put myself at the forefront in dealing with strategic business issues. The school's emphasis on collaboration, its focus on leadership and motivation, and the extensive global network of alums and faculty made Trinity College an obvious choice for me. The MBA programme's focus on problem solving using real life scenarios was the perfect grounding for working in any fast-paced and dynamic business environment.

Learning from Trinity's formidable faculty in a beautiful campus right in the heart of Dublin made the whole experience unforgettable. The Trinity MBA is not just a step in the right direction but a leap towards your professional goals.

**Imran Khan: Trinity MBA alumnus**



### Full or part-time, you decide.

The part-time programme delivers the exact same learning and insights as the full-time stream but is spread out over two years. Our full-time programme is one year in duration.

With either option, modules are taught over compact 9 week terms with clear breaks for 'downtime' in between. This allows candidates to better balance their lives.

## Your part-time Trinity MBA journey

### Year 1

Michaelmas Term September – December	Hilary Term January – April	Trinity Term April – August
Leadership and professional development		
Business in society	Human resource management	Economics for a global market
Fundamentals of accounting	Strategic management	Managing information technology
Entrepreneurship	Management & organisation	
Quantitative analysis		
Organisation behaviour		

### Year 2

Michaelmas Term September – December	Hilary Term January – April	Trinity Term April – August
Leadership and professional development		
Marketing strategy	Corporate financial management	International business
Financial statement analysis	Operations strategy	International finance
<b>IMP</b> SME growth project	<b>IMP</b> Social entrepreneurship project	European week
<b>IMP</b> The strategic company project		

Classes are delivered on Monday and Tuesday evenings and a limited number of Saturday and block sessions.

## Your full-time Trinity MBA journey

### Modules

Michaelmas Term September – December	Hilary Term January – April	Trinity Term April – August
Leadership and professional development		
Economics for a global market	Financial statement analysis	<b>IMP</b> SME growth project
Business in society	Marketing strategy	
Management & organisation	Operations strategy	<b>IMP</b> Social entrepreneurship project
Organisation behaviour	Managing information technology	
Fundamentals of accounting	International finance	European week
Corporate financial management	International business	
Quantitative analysis	Strategic management	
Entrepreneurship	Human resource management	
<b>IMP</b> The strategic company project		

Classes are delivered during the day Monday to Friday

## Integrative Management Practice

The single most differentiating feature of the Trinity MBA is our Integrative Management Practice module. Students, graduates and employers continuously endorse it as a much-valued hallmark of the programme.

Through direct interaction with senior executives in social entrepreneurship organisations, high potential start-ups, SMEs and blue chip multinational companies, MBA candidates integrate theoretical coursework with action learning based on strategic issues in live organisations.

### The Social Entrepreneurship Project

This project exposes students to a form of entrepreneurship that demands the harnessing of innovative business processes to meet social needs. Generating profit is key in business, but profits aren't always monetary. Students enjoy a reciprocal learning relationship with the Social Entrepreneurs, by assisting them in addressing an organisational issue, while being afforded a valuable opportunity to apply their strategic management skills with an NGO or social enterprise.

Often the Social Entrepreneurs who participate in this project have little or no financial resources to pour into solving their strategic issues. Problem solving on a shoestring is a very useful discipline for students to master before advancing to their next project.

### The SME Growth Project

Group consulting teams are partnered with fast moving SMEs currently experiencing a bottleneck problem preventing them from scaling their international growth. Students must analyse the problem, identify a solution and detail its implementation within a set timeframe.

Actual commercial value added is the litmus test of success on this intense project. However, students also have to sharpen a number of skills including: managing direct and indirect client expectations as well as honing project and time management capabilities in a high-pressure environment.

### The Strategic Company Project

The largest of our three projects, this is the apex of our MBA students' endeavours during the programme. It marks the culmination of formal learning, leadership reflection and knowledge application, setting the Trinity MBA apart as a global leader in this project based approach to MBA design and delivery.

Working with blue chip and multinational companies of significant scale, MBA consultancy teams perform a full strategic audit of their assigned company from both an internal and external perspective. Based on their analysis the team – in consultation with the company CEO and senior executives – select an issue they've identified for further analysis. The project is delivered over four stages and culminates in a formal presentation of findings, recommendations and

implementation plans to company management and Trinity MBA tutors.

This comprehensive piece of project work grounds in reality the practical application of the body of knowledge students have acquired during the programme.

Year on year our partner companies are impressed with the intensity of effort and quality of work delivered by our MBA teams, so much so that they request to take part repeatedly, and have become a regular recruitment channel for our students.

### Leadership & Professional Development Module

The purpose of the Leadership and Professional Development (LPD) module is to assist candidates in developing the personal and organisational skills and self-knowledge that will help them to realise their potential as individuals and thus improve their chances of career success.

The focus of the LPD programme is on personal insight, growth and development. In particular, the organisational 'soft-skills' of team-work, communication, self-awareness and all facets of leadership are addressed. This is the only module that runs through the entire duration of the programme and equips candidates to monitor and map their progress in professional management development through the programme.

A beautiful and historic campus setting, classmates from many different cultures and backgrounds, lecturers with interesting insights into best industry practice and academic thinking, made the Trinity MBA programme a truly stimulating experience. Add to this an intimate class-tutor environment, a focus on individual personal development and a team-based approach to assignments and you have a very worthwhile investment in both your personal and professional development.

Michael Kennedy: Trinity MBA alumnus



“Intimate class-tutor environment”

The Trinity MBA has been an invaluable investment that has helped me grow both professionally & personally. The wealth of knowledge across the class brought a dimension that was unexpected and yet was a key source of learning turning theory into practical real life scenarios. The project based approach through working with Irish and multi-national companies gave the much needed testing ground for applying solutions to real business challenges with fantastic support from fellow students and college tutors. I would highly recommend this course to anyone that is looking to further their career prospects.

**Aisling O'Beirne:**  
Trinity MBA alumnus



## Career development & job placement

### **Blaze your trail; we'll light the way**

Career development is a constant seam running through our programme. Workshops and one-on-one coaching equip participants with techniques and tailored advice on how best to achieve their career aspirations.

A dedicated, full-time recruitment specialist is assigned to the MBA programme and will work with you to identify and secure the positions that interest you. Our recruitment specialist works in tandem with a broad network of employers, executive search and recruitment firms. As a member of the Trinity MBA alumni you will have lifelong access to this service.

We also maintain a database which houses students' CVs and profiles allowing employers to identify candidates that meet their current recruitment requirements.

Our recruitment specialist works closely with the University's Career Advisory Service (CAS) which has a dedicated postgraduate division that specialises in providing career development support to our students.

### **Plug into our portfolio of partners.**

Through our long history and collaborative engagement with multinational and indigenous businesses, we have established a portfolio of exceptional partner companies with whom we continuously liaise regarding projects, positions, placements etc. on behalf of our graduates.

### **Alumni that shine**

During your time at Trinity School of Business, you will notice and contribute to a genuine sense of community and collegiality among students and faculty. This is a key characteristic that is fostered at the school, but extends long into the future.

Our MBA graduates play a significant role within the Trinity Business Alumni Association (the alumni body for all Trinity graduates) and through the Trinity MBA Alumni Network, two extraordinary resources with members and chapters all around the world.

“turning theory  
into practical real  
life scenarios”

## Application Process

The philosophy that underpins our MBA Programme necessitates that we keep our class size small so it's in your interest to apply early.

Visit [www.tcd.ie/business/mba](http://www.tcd.ie/business/mba)

or if you'd like to talk through your options, start the conversation with an email to our MBA Admissions Officer at: [thetrinitymba@tcd.ie](mailto:thetrinitymba@tcd.ie)

Call +353 1 896 2338

### Entry Requirements:

A primary degree from a recognised university

or

A professional qualification obtained with exams (e.g. ACCA)

or

An extensive track record of business achievement

Managerial or professional work experience (min 3 years with an undergraduate degree, min 5 years with a professional qualification)

Minimum GMAT score of 550

Minimum age 25

Non-Native English speakers: IELTS 6.5 or TOEFL IBT 90

Interview with a member of staff

### Submit your application:

Visit [www.tcd.ie/business/mba](http://www.tcd.ie/business/mba) to complete your online application and submit the following:

A completed application form

A photograph

Official transcripts of undergraduate work (you may upload copies but you must then send us original certified hard copies by post)

Official GMAT result (or supply us with your test date and we can download this directly)

Official IELTS or TOEFL result (if English is not your first language)

Your CV / Resume

Two confidential references – nominate and provide email addresses for two referees and we will send them an automated form for completion.

### Fees

Full-time MBA: €29,500 per year

Part-time fee MBA: €15,000 per year



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The Trinity MBA provides a 360° perspective of senior and executive leadership combined with a focus on agile management, entrepreneurship, and an international perspective. Our programme is centered on a holistic approach to management and leadership that sets the Trinity MBA apart.

However, what really makes the Trinity MBA Programme unique is the people that come through it. Our small class size means that each cohort develops its own class culture building upon participants' professional and national diversity which ensures a rich and dynamic learning environment. This feature has earned the Trinity MBA a reputation for being a well integrated and cohesive programme with strong camaraderie and a great sense of fun. The Trinity MBA journey is personal and transformational and produces an international network of leaders who remain in contact throughout their career through our global alumni network.



Visit [www.tcd.ie/business/mba](http://www.tcd.ie/business/mba)

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