



MBA IN INTERNATIONAL BUSINESS

ACADEMIC YEAR 2020/21

DOCUMENTS FOR APPLICATION

LETTER OF APPLICATION

Stating your suitability to be an MBA candidate.
Brief outline of current role and where you feel the MBA will bring your career.

Short profile on your current organisation and the sector in which it operates. If naming your organisation, you will need written permission from said organisation.

CV

As up-to-date and detailed as possible

WORK REFERENCE

From current employer (or if not applicable, prior employer)

EXPERIENTIAL LEARNING REPORT PROPOSAL

This proposal requires applicants to reflect on and discuss their personal development as a manager.

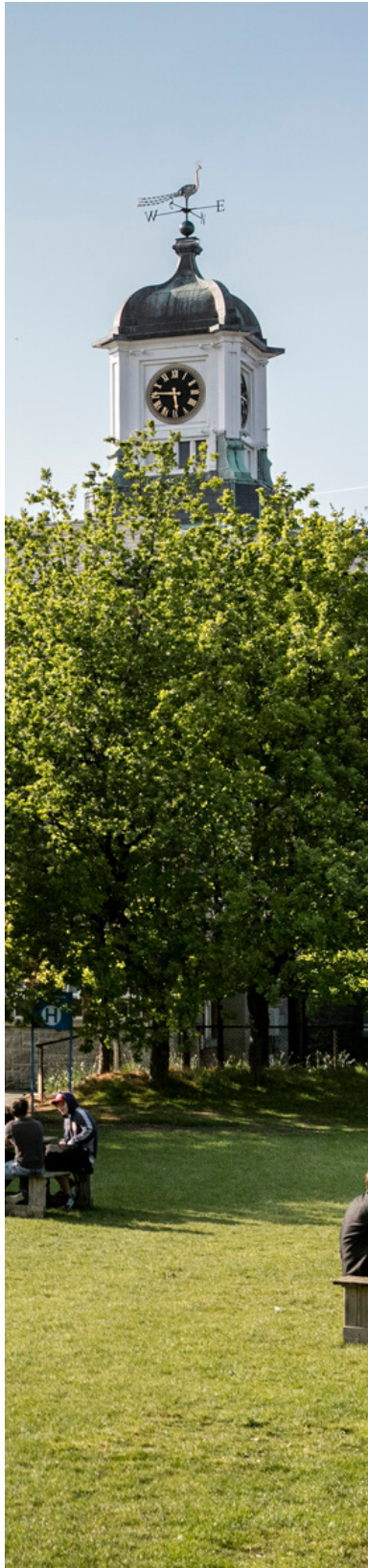
Select **two core themes** (6 listed in following pages)
From within those selected themes, discuss **three** of the listed competencies.

PROPOSAL TIPS

The purpose of the Experiential Learning Report Proposal is to be sure that you have enough experience to complete the MBA programme. In writing up each of the chosen competencies, demonstrate a personal, managerial example which shows how you were able to meet the requirements of the competency. To sufficiently demonstrate a competency, you can use more than one example.

For each competency, use the **STAR** method!

1. Describe the **situation** (or situations if you use more than one example) that provided you with the opportunity to demonstrate how you needed to use or experience this competency. Describe what was happening in the situation that required your intervention. Describe it as a problem to be solved or an issue to be resolved.
2. Provide an analysis of the **task**: how and why the situation is an example of this particular competency (mention, where possible, specific models, techniques, tools, etc. that helped you to do this). Record any conclusions you came to about what needed to be done.
3. Explain what **actions** you took (what you did) and the reactions from other stakeholders you had to deal with.
4. Describe the **result**. How did relevant people or organisations react? What was the impact? How successful was your intervention?
5. Provide an **evaluation** of what you learned from the experience. Discuss how this has helped you to develop as a manager.



THEMES

1. BUILDING COALITIONS

COMPETENCIES

KEY ATTRIBUTES

- | | |
|--|---|
| 1.1 Influencing/ Negotiating | Promotes ideas and proposals persuasively, shapes stakeholder opinions, projects a positive image, works through conflicts, and negotiates win-win solutions. |
| 1.2 Political Savvy | Cultivates an active network of relationships inside and outside the organisation, relates well to others (bosses, peers, colleagues, direct reports), and stays in touch with employees at all levels. |
| 1.3 Communication | Delivers clear, convincing and well-organised presentations, projects credibility and poise even in highly visible adversarial situations. |
| 1.4 Partnering & Networking | Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a wide range of stakeholders. Utilises contact to build and strengthen internal support bases. |

2. LEADING CHANGE

COMPETENCIES

KEY ATTRIBUTES

- | | |
|--------------------------------------|--|
| 2.1 Continual Learning | Grasps the essence of new information; masters new technical and business knowledge; recognises own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge. |
| 2.2 Creative & Innovative | Develops new insights into situations and applies innovative solutions to make organisational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting edge programs/processes. |
| 2.3 External Awareness | Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organisation. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy. |
| 2.4 Critical Thinking | Formulates effective strategies consistent with the business and competitive strategy of the organisation in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities. |
| 2.5 Resilience | Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work. |
| 2.6 Strategic Thinker/Shaper | Develops distinctive strategies to achieve competitive advantage, translates broad strategies into specific objectives and Action Plans, and aligns the organisation to support strategic priorities. |
| 2.7 Visionary | Possesses a clear vision for the business or operation, maintains a long-term big picture view, foresees obstacles and opportunities, generates ideas. |
| 2.8 Entrepreneurial | Champions new ideas and initiatives, identifies new business opportunities and makes them a reality, fosters innovation and risk-taking. |
| 2.9 Global Perspective | Keeps abreast of important trends that impact the business or organisation (technological, competitive, social, economic), understands the position of the organisation within a global context. |

3. RESULTS DRIVEN

COMPETENCIES

KEY ATTRIBUTES

3.1 Motivation

Maintains a positive outlook, resists stress and works constructively under pressure, responds resourcefully to change in ambiguity.

3.2 Accountability

Assures that effective controls are developed and maintained to ensure the integrity of the organisation. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measures attainment of outcomes.

3.3 Customer Service Orientation

Balances the interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.

3.4 Decisiveness/Execution

Assigns clear authority and accountability, directs change while maintaining operational effectiveness, integrates and aligns efforts across units and functions, monitors results, tackles problems directly and with dispatch.

3.5 Problem Solving

Identifies and analyses problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organisational problems.

3.6 Technical Credibility

Understands and appropriately applies procedures, requirements, regulations, and policies related to specialised expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

3.7 Stakeholder Success Focus

Sets and pursues aggressive goals, drives for results, demonstrates a strong commitment to organisational success, works to do what is best for all stakeholders (customers, shareholders, and employees).

4. BUSINESS ACUMEN

COMPETENCIES

KEY ATTRIBUTES

4.1 Financial Management

Understands the meaning and implications of key financial indicators, manages overall financial performance, uses financial analysis to create and evaluate strategic options and opportunities.

4.2 Human Resource Management

Assesses current and future staffing needs based on organisational goals and budget realities. Uses merit principles, ensures staff are appropriately selected, developed, utilised, appraised, and rewarded; takes corrective action.

4.3 Technology Management

Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organisation.

4.4 Industry Knowledge

Knows what it takes to be successful in the industry, has a thorough knowledge of the industry's history, customers, and competitive environment.

4.5 Business Situation Versatility

Knows how to get things done in complex, multilevel organisations. Accepts and understands the nature of change.

4.6 Multi-Disciplinary Functionality

Understands the role and interrelationship of each organisational function (marketing, sales, operations, finance, human resource), has experience and skill in managing cross-functional and organisational lines.

4.7 Critical Analysis

Formulates effective strategies consistent with the business and competitive strategy of the organisation in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

THEMES

5. LEADING PEOPLE

COMPETENCIES

KEY ATTRIBUTES

5.1 Interpersonal Skills	Promotes a free flow of information and communication throughout the organisation (upward, downward and across), listens actively and encourages open expression of ideas and opinions.
5.2 Conflict Management	Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimise negative impact.
5.3 Leveraging Diversity	Recruits, develops, and retains a diverse, high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximises the talents of each person to achieve sound business results. Respects, understands, values, and seeks out individual differences to achieve the vision and mission of the organisation. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.
5.4 Integrity/Honesty/Ethics	Establish open, candid, trusting relationships, treats all individuals fairly and with respect, behaves in accordance with expressed beliefs and commitments, maintains high standards of integrity.
5.5 Team Building/Trust	Plays a variety of leadership roles (driving, delegating, supporting, and coaching) as appropriate, adopts a style and approach to match the needs of different individuals and teams.
5.6 Empowering	Creates a climate that fosters Personal Investment and excellence, nurtures commitment to a common vision and shared values.
5.7 Attracting & Developing Talent	Attracts high-calibre people, develops teams and talent with diverse capabilities, and accurately appraises the strengths and weaknesses of others.
5.8 Organisational Awareness	Understands how the organisation works, where the power coalitions are and who controls them, recognises strengths & weaknesses and has a comprehensive understanding of the Value Chain.

6. SELF-MANAGEMENT

COMPETENCIES

KEY ATTRIBUTES

6.1 Self Appraisal & Analysis	Is constantly & objectively analysing own performance and demonstrates willingness to allow others to evaluate.
6.2 Flexibility	Is open to change and new information; adapts behaviour and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
6.3 Mature Confidence	Realistically appraises own stress and weaknesses, shares credit and visibility, maintains and projects confidence even when not supported by others.
6.4 Judgement	Applies broad knowledge and experience when addressing complex issues, defines strategic issues clearly despite ambiguity, takes all critical information into account when making decisions, and makes timely and tough decisions.
6.5 Time Management	Manages time effectively.
6.6 Project Management	Demonstrates effective Project Management tools & capabilities.

ANY QUESTIONS?

CONTACT THE DEDICATED GRADUATE
BUSINESS SCHOOL ADMISSIONS OFFICER

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