

Professional Diploma in

Artificial Intelligence Organisational Design and Change Management for Financial Services

2026—2027



A recognised
college of UCD

Who we are

IOB

IOB is a professional community of over 31,100 members who work in banking, funds and asset management and the international financial services sector. Professional development of our members through education is at the heart of what we do. IOB provides university programmes to enable our members achieve and sustain their professional qualifications and Continuing Professional Development (CPD) – essential in meeting customer and regulatory expectations.

Excellence in education – a recognised college of UCD

As a recognised college of UCD and the standout financial services industry educator, we offer qualifications of the highest standard. We currently offer more than 40 programmes ranging from Professional Certificates and Diplomas (level 7) on the National Framework of Qualifications (NFQ) to Masters Degrees (level 9). We design our programmes to be practical and relevant but grounded in academic rigour.

This programme will equip financial services professionals with the cutting-edge perspectives and skills required to make the most of this transformative technology.



Enhance your
leadership of
AI initiatives



Financial services



NFQ Level 9

Welcome

I am delighted to introduce you to the Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services.

As AI comes more to the fore throughout the industry and is being adopted across banking, fintech, funds and the entire financial services sector, we at IOB are here to support the sector’s education needs in this critical area, which is still only at the early stages of this transformation.

This programme will equip financial services professionals with the cutting-edge perspectives and skills required to make the most of this transformative technology.

The Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services is a level 9 UCD accredited programme designed for non-technical financial services leaders, helping you to unlock the full potential of AI across your organisation, keep you ahead of the competition, and meet the ever-changing demands of your industry.

This programme will provide you with the knowledge and skills to:

Shape and strengthen existing organisational structures and capabilities, enabling artificial intelligence to deliver sustained business value.

The Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services is on the pathway to the **MSc in Financial Services**, which may be of interest if you would like to continue studying and are looking for a progression route to deepen your expertise.

I wish you every success with your studies and look forward to supporting you on your learning journey.

Margaret D’Arcy
Programme Director



Who is the programme for?

About the programme

The Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services is a level 9 UCD accredited programme designed for financial services professionals responsible for leading organisational, operating model and change initiatives in an AI-enabled context. The programme focuses on how AI reshapes organisations and the organisational conditions required for value creation.

In particular, the programme will be of interest to:

- Professionals who lead AI-enabled initiatives where organisational structures, roles and decision-making practices are evolving.
- Professionals seeking to strengthen organisational capability to absorb AI-related change in support of business and strategic outcomes.
- Professionals working at the intersection of AI adoption, governance and organisational change who must ensure responsible and effective integration of AI within financial services operations.

How you will benefit

On completing the Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services you will be expected to be able to:

- Describe and explain how artificial intelligence reshapes organisational structures, decision rights, accountability, and work practices within regulated financial services contexts.
- Critically evaluate alternative organisational designs, operating models, and governance approaches for absorbing and scaling AI responsibly in financial services.
- Exercise professional judgement to design and justify organisational and change interventions that balance performance, regulation, accountability, trust, and human-AI collaboration.
- Communicate clearly and persuasively change strategies arising from AI adoption in financial services, and
- Reflect critically on AI change experiences for continuous organisational learning and capability development in AI enabled environments.

Curriculum

NFQ: Level 9

Academic credits: 30 ECTS

Modules: 3

Delivery: Online

Awarding body: UCD

The Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services is comprised of three modules as follows:

1. **Organisational Design for AI**
(NFQ Level 9, 10 ECTS)
2. **Managing Human-AI Teams and Agentic AI in Financial Services**
(NFQ Level 9, 10 ECTS)
3. **AI Change Management in Financial Services**
(NFQ Level 9, 10 ECTS)

1. Organisational Design for AI

This module focuses on how organisations need to ensure that AI delivers real value, not just technology. In this module, you will:

- Consider organisational design as a critical determinant of successful AI adoption.
- Explore the multilevel nature of AI impact, recognising that AI operates simultaneously at individual, team, and organisational levels.

2. Managing Human-AI Teams and Agentic AI in Financial Services

Examines how authority, accountability, and decision-making are exercised when AI systems act as active collaborators in the workplace. In this module, you will:

- Gain knowledge of the emergence of hybrid human-AI teams
- Address the growing significance of agentic AI in decision making.

3. AI Change Management in Financial Services

Aims to turn readiness into reality by managing the rollout, learning, and transition needed to move AI from experiments into everyday use. It explores how to move from intention to execution in financial services organisations, under regulatory, cultural, and workforce constraints. In this module, you will:

- Evaluate contemporary AI change management approaches to implement AI at scale.
- Design and operationalise AI change strategies for Financial Services.
- Build skills and competencies to communicate the challenge of balancing innovation within a regulatory environment.

Further Information

Programme Commencement

September 2026

Learning Supports

Learning supports are available from the start of the trimester on IOB Learn – your own online resource – which is accessible from iob.ie.

You should check IOB Learn regularly for module news, study, webinar link and workshop material as well as other resources.

Duration and Delivery

The programme is delivered online and it can be completed in 1 year (part-time).

It is strongly recommended that students attend all their scheduled online lectures. Details and schedules for the delivery for each module are set out in the study guides accompanying each module.

Assessment

100% continuous assessment.

The assessment is a combination of project work and continuous assessment. IOB programmes are largely delivered and assessed online. Students should ensure that they have appropriate equipment (laptop) and that appropriate software (including MS Office and Word) is available to them to participate in the programmes and related assessments.

Award

Upon successful completion of the programme, you will be awarded a Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services from UCD.

This is a level 9 qualification on the National Framework of Qualifications.

Progression

This award is on the Pathway to MSc in Financial Services. Those wishing to continue their studies and achieve the MSc will receive the higher award only. To find out more, please visit iob.ie/programme/msc-financial-services.

Entry requirements

The entry requirements for individuals seeking admission to the Professional Diploma in Artificial Intelligence Organisational Design and Change Management for Financial Services are:

- An Honours degree (second class grade 2 award or higher)

OR

- Admission may also be considered for experienced professionals who do not meet the admission requirements as set out above, where they can demonstrate knowledge through their work i.e., they have more than 5 years’ experience in a management role (to be considered on a case-by-case basis).

Professional body membership

You must be a current member of IOB, or become a member to apply for this programme.

Fees

The programme fee is €5,430 – (€1,810 per module).

How to apply

To apply online, please visit iob.ie/programme/ai-organisational-design

Contact us

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