

Master of Business Administration

MQF/EQF Level 7

Course Outline



Overall Course Objectives

The learning outcomes presented below have been defined in line with the descriptors for the Level 7 of the Malta Qualification Framework as outlined in the Referencing Report 2016.

Knowledge:

- Have comprehensive specialised knowledge and understanding of how cultural, economic, political, and technological frameworks affect business practices on a global level and how they can be managed effectively considering challenges posed by globalisation;
- Have comprehensive knowledge about accounting, financial reporting concepts, practices, and standards, business finance and management of financial and investment projects and demonstrate the ability to respond to the changing global economy and financial markets conditions;
- Identify and evaluate theoretical approaches to different micro and macro-economic theories needed to analyse and interpret diverse forms of economic information from both the global environment and the organisation;
- Possess theoretical and practical background on how to design and deliver global operations and supply chain strategy and integrate knowledge of appropriate frameworks, analytical digital tools, and decision-making strategies in operations management;
- Demonstrate specialised expertise in corporate strategic issues within an organisation by combining knowledge from other business disciplines and international business information sources;
- Comprehensively evaluate key issues related to administering international human resources when managing a global business such as teamwork, communication, motivation, and diversity;
- Have comprehensive knowledge about a range of techniques and digital tools required to make market positioning decisions at international level and execute strategic marketing plans, strategic analysis, implementation and marketing control across different world geographies;
- Have comprehensive knowledge about methods, techniques, and topics related to statistics and quantitative analysis used in business analytics and of emerging digital technologies used for data collection and analysis;
- Have comprehensive knowledge about methods to manage innovation processes and digital technologies that are in demand, and implications of digital technologies for individuals and societies;
- Have a comprehensive and critical understanding of the principal issues in business consulting and project management and constantly reflect on the dynamic nature of the business environment in which one operates.

Skills:

- Demonstrate capability in using knowledge and skills of accounting, financial reporting, and business finance to interpret all types of data related to the company's financial position and profitability and to make informed decisions in both internal and external business scenarios;
- Professionally use knowledge and skills of economics and geopolitical issues to make optimal business decisions and proposes appropriate economic solutions within different global markets;
- Perform critical evaluation and analysis of international business environment and of the main concepts, structures and approaches of strategic business management with incomplete or limited information;
- Demonstrate problem-solving capability in strategic marketing, develop integrated marketing strategies on a global level, evaluate and recommend relevant activities and organisational structures for implementing and controlling the selected marketing strategy;
- Demonstrate problem-solving skills in business situations by explaining, interpreting, and applying business analytics and statistics results to decision making;
- Develop and manage strategies and arguments by which organisations can facilitate interaction and communication between management, employees and customers in a highly diverse international environment;
- Appreciate the value of co-operation in modern organisations and the development of leadership, communication, planning, and problem-solving skills and working in collaboration with people from different backgrounds;
- Demonstrates capability in using digital skills and in selecting appropriate digital tools to conduct business research, design business strategies, and implement business solutions

Competencies:

- Demonstrate the ability to respond to fast-changing global business environment by making professional business decisions and creating global strategies in different business operations, digital transformation, and finance;
- Have learning skills to allow continuation to study business and management autonomously with the purpose to empower, inspire and manage teams, innovation and creative problem-solving while managing a business in the global environment;
- Demonstrate autonomy in developing new skills in response to emerging knowledge and techniques in the domain of digital business management and business innovation;



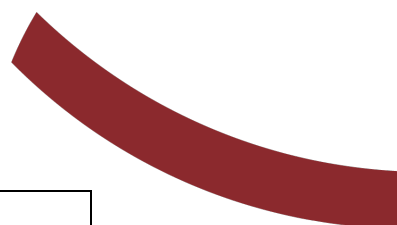
- Create a research-based diagnosis to identifying and assessing risks relating to project management and to designing business strategies by integrating knowledge from various interdisciplinary business fields;
- Demonstrate autonomy in planning and decision-making in business projects and in delivering well-researched solutions to various business situations.



Assessment Methods

A range of assessment methods at module and programme level are used to best facilitate students' capabilities to evidence learning outcomes. With the purpose to align both face-to-face and online modes of delivery, traditional examinations are not included within the assessment methods. For simplicity, different assessment methods used in the programme have been organised into the following categories:

Assessment Category	Assessment Type		Used for:	
	Definition (Face-to-Face)	Definition (Online)	Formative Assessment	Summative Assessment
A1: Coursework	Written Assignment: includes essays and other types of written work		YES	YES
	Report: a description, summary or other account of an experience or activity. May include report of data analysis, field work report (group or individual), research report, report on cause and effect, etc.		YES	YES
	Project Output: output from project work, often of a practical nature, other than a Final Project or written report.		YES	YES
	Set Exercise/Case Study: questions or tasks designed to assess the application of knowledge, analytical, problem-solving or evaluative skills.		YES	YES
	Posters: show, in words and pictures, views or research into a particular topic.		YES	NO
	Journal or Reflective Diary: assessment of self-reflection does not involve judging the contents of a completed assignment but rather evaluating a student's effort to complete such assignment according to given guidelines.		YES	NO
	Final Project (Capstone): An extended piece of written work in the final term of studies.		YES	YES
A2: Quizzes and Tests	Quizzes are used for continuous assessment only and assess student understanding of the concepts taught.		YES	NO
A3: Practical	Oral Assessment: conversations, discussions, debates, and role plays	Online Participation: participation in online forums, comments and debates in VLE	YES-	NO
	Oral Presentation: oral presentations as assessment items are used to assess student learning from student individual or group projects	Presentation Handouts: students are required to submit presentation handouts and/or video or audio recording of their presentation	YES	YES
	Practical Skills Assessment: practical skills assessment focuses on whether,		YES	NO



	and/or how well, a student performs a specific practical skill or technique (or competency). It is especially useful for assessing some digital skills.		
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The Grading System

Grade	Description	Marks	Percentage	On 4.00 Scale	Result
A	Exceptional				
	Superior performance showing comprehensive understanding of the subject matter	A	95-100	4.00	Distinction
		A-	90-94	3.70	Excellent
B	Good				
	Clearly above average performance with knowledge of the subject and understanding of the subject matter	B+	87-89	3.33	Good
		B	84-86	3.00	Good
		B-	80-83	2.70	Good
C	Fair				
	Basic understanding of the subject matter	C+	77-79	2.30	Satisfactory
		C	74-76	2.00	Satisfactory
		C-	70-73	1.70	Satisfactory
D	Poor				
	Marginal performance – generally bad preparation for the module	D+	67-69	1.30	Below Average
		D	64-66	1.0	Below Average
		D-	60-63	0.70	Below Average
F	Fail	F	< 60	0	Make-up exam or Retake depending on performance
FA	Fail due to absences				Repeat Module



Grade	Description	Marks	Percentage	On 4.00 Scale	Result
	Unsatisfactory performance & absenteeism: the student must repeat the module				

The Pass Rates

For a detailed overview of the evaluation system and pass rates, please see Section 8.4. of the Internal Quality Assurance Manual (Page 68): <https://www.global-business-school.org/quality-assurance>

Course Structure

T1	T2	T3	T4	T5
Accounting and Reporting Analysis (8 ECTS)	Financial Planning (8 ECTS)	Supply Chain and Operations Strategy (6 ECTS)	Leadership, Human Resources and Organisation (6 ECTS)	Elective (8 ECTS)
Business Analytics for Decision-Making (6 ECTS)	Business Innovation and Digital Ecosystem (6 ECTS)	Marketing and International Positioning (6 ECTS)		
Economics for Business (6 ECTS)	Corporate Strategy (6 ECTS)	Project Management in Action (Consulting Project) (8 ECTS)	Final Cases (Capstone) (16 ECTS)	
20 ECTS	20 ECTS	20 ECTS	14 ECTS	16 ECTS

COURSE OUTLINE

Accounting and Reporting Analysis

Level: EQF Level 7 | ECTS: 8 | Type: Compulsory

<p>Description</p> <p>This unit provides an in-depth exploration of accounting and financial reporting concepts, practices, and standards. Students will learn how to analyse and interpret complex financial statements, including balance sheets, income statements, and cash flow statements, as well as understand the impact of accounting policies and decisions on financial reporting. This unit aims to provide students with an understanding of real-world examples and case studies to equip them with the practical experience in accounting and financial reporting analysis necessary for C-level. Students will also have an opportunity to complete a hands-on project, including financial statement analysis to demonstrate their understanding of the concepts covered in the module. Upon completion of the module, students will have a solid understanding of the principles and practices of accounting and financial reporting, and the skills necessary to analyse and interpret financial statements and make informed decisions based on financial information.</p>	Hours of Total Learning for This Module/Unit			
	Total Contact Hours	40	Supervised Placement and Practice Hours	12
	Self-Study Hours	108	Assessment Hours	40
<p>Assessment Methods</p> <ul style="list-style-type: none"> Report (4000 words) – 100% 				

Competencies

- Create a research-based diagnosis to problems in accounting and reporting analysis and make independent judgements on company's financial position and profitability with limited information;
- Manage and transform patterns and methodologies to accounting in an organisation by recognising financial and economic risks for the firm and suggest immediate adjustments;
- Take responsibility for initiating strategic actions, grounded on financial information, and leading an organisation into a new direction;
- Has the learning skills to allow continuation to study reporting analysis and further professional qualifications in finance and accounting in a manner that may be largely self-directed or autonomous.

Business Analytics for Decision-Making

Level: EQF Level 7 | ECTS: 6 | Type: Compulsory

<p>Description</p> <p>This module provides learners with an understanding of various quantitative methods for decision-making and outlines how to select the best combination for appropriate solutions in corporations and organisations. Students learn how to diagnose problems and develop solutions by assessing and applying statistical models to critically evaluate their options when multiple courses of action are possible. Upon completion of the unit, students will demonstrate capability in using multiple methods, techniques, and topics related to statistics and quantitative analysis, in evaluating different types of data and adapting the techniques to be used in different business situations that require rational decision-making.</p>	<p>Hours of Total Learning for This Module/Unit</p>			
	<p>Total Contact Hours</p>	<p>30</p>	<p>Supervised Placement and Practice Hours</p>	<p>9</p>
	<p>Self-Study Hours</p>	<p>81</p>	<p>Assessment Hours</p>	<p>30</p>
<p>Assessment Methods</p> <ul style="list-style-type: none"> • Set Exercise/Case Study (1000 words) – 40% • Report (2000 words) – 60% 				

Competencies

- Take responsibility for initiating business strategic analysis grounded on the data collected and deliver in deep assessment in order to lead a business organisation into a new direction in the global marketplace;
- Have the learning skills to allow continuation to study business dynamics by analysing a wide range of collected data and consequently develop a decision-making process;
- Manage and transform work or study contexts that are complex and unpredictable that require new strategic approaches by using knowledge and understanding of business analytics.

Economics for Business

Level: EQF Level 7 | ECTS: 6 | Type: Compulsory

<p>Description</p> <p>This module aims at developing skills and competencies to apply and critically evaluate micro and macro-economic theories, their impact on markets activities at different levels. The unit will focus on the changing nature of the global economy and economic globalisation and de-globalisation, emphasising the role of transnational corporations, nation states and other organisations, labour, consumption, and their complex interrelationships, which are transforming the global economy through the operation of different economic actors and global production networks, as well as the actions of states, interest groups, and technology to facilitate this shift. Moreover, this unit offers a comprehensive treatment of economic theory and analysis, using both qualitative and quantitative tools and techniques associated with the theory, and teaches the participants how to use economical categories in order to understand the business environment functioning.</p>	<p>Hours of Total Learning for This Module/Unit</p>										
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	Total Contact Hours	30	Supervised Placement and Practice Hours	9							
Self-Study Hours	81	Assessment Hours	30								

Competencies

- Create a research-based diagnosis to problems in economics associated to business operations and make judgements with incomplete or limited information;
- Demonstrate the ability to respond to the fast-changing business environment by analysing and interpreting diverse forms of economic information from both the environment and the organisation;
- Demonstrate autonomy in the direction of learning of economics both at micro and macro level by conducting independent research and analysis of economic data, articles, news, and expert opinions.

Financial Planning

Level: EQF Level 7 | ECTS: 8 | Type: Compulsory

<p>Description</p> <p>This module aims to develop to an advanced level students' understanding of the business financial planning process and its systemic context. Students will be exploring the use of financial information and data in order to be able to execute internal corporate planning and analysis, making financial decisions to support operations and business strategy. Students will be equipped with the knowledge to understand, evaluate and operate upon many financial documents used at different stages of managing modern SMEs and MNEs. Moreover, during this unit students will be exposed to methods and techniques in order to create an organisation's internal information system designed to enhance value creation.</p> <p>Additionally, this unit also explores several techniques of financial economics such as time value of money, financial risk, cost of capital, discounted cash flow, valuation of financial instruments, return on investment, and risk management in investment decisions.</p> <p>Throughout the unit, students will be exposed to financial principles, concepts, and analytical tools necessary to deliver practical assignments that will simulate the reality of the marketplace, providing them with the opportunity to make recommendations after examining key financial issues and their strategic consequences.</p>	<p>Hours of Total Learning for This Module/Unit</p>											
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Self-Study Hours	108	Assessment Hours	40									

Competencies

- Construct and diagnose the relationship between the firm's financial plan, the economic contingency and financial markets;
- Create a research-based analysis to issues in firm's finance in order to recommend resources allocation and investment strategies;
- Manage financial and investment projects and demonstrate the ability to respond to the changing global economy and financial markets conditions;

Business Innovation and Digital Ecosystem

Level: EQF Level 7 | ECTS: 6 | Type: Compulsory

<p>Description</p> <p>This module focuses on the rapidly evolving digital ecosystem and its impact on business innovation. This unit examines the various aspects of digital innovation, including identifying innovation opportunities, developing innovation strategies, managing innovation processes, and evaluating innovation outcomes. Students will learn how to leverage the digital ecosystem to enhance innovation capabilities and create value for customers. This unit is designed to provide students with an advanced theoretical understanding of digital innovation within business organisation and hands-on experience through case studies and critical analysis. The module emphasises the importance of innovation in creating value and driving growth in the digital age. Upon completion of the unit students will demonstrate capability in using knowledge and skills of business innovation in implementing innovative digital strategies in the fast-changing digital-driven business ecosystems.</p>	<p>Hours of Total Learning for This Module/Unit</p>											
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Self-Study Hours	81	Assessment Hours	30									

Competencies

- Take responsibility for contributing to professional knowledge by being a driver of adoption and implementation of innovative methods and digital technologies within business organisations;
- Take responsibility for initiating strategic actions grounded on business innovation process forecast and for leading an organisation into new transformations;

Has the learning skills to allow continuation to study new technological trends in business digitalisation, Artificial Intelligence, and IoTs and to assess their impact in a manner that may be largely self-directed or autonomous;

- Manage and remodel professional or study environments that are erratic and complex, necessitating new strategic patterns through highly innovative techniques and digital business solutions.

Corporate Strategy

Level: EQF Level 7 | ECTS: 6 | Type: Compulsory

<p>Description</p> <p>This unit aims at developing skills and competences to prepare students to adopt theories and methods for building a solid competitive advantage in challenging market conditions. The viewpoint used during this module is that of the top management who is ultimately in charge of a business unit's or the company's performance. Students will be equipped with knowledge needed to comprehend the foundations of the company's ongoing performance and recognise developments (both internal and external to the company) that are most likely to have a negative impact on future performance or to present possibilities for the company to enhance its performance. Upon completion of the unit, students will be able to develop and put into action strategies for the company's environment using the resources available to them. Additionally, students will be equipped with extensive understanding of the company's operations, the reasoning behind why those actions improve performance, and what differentiates the company from its rivals which needs to be specified in the strategy.</p>	Hours of Total Learning for This Module/Unit			
	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30
<p>Assessment Methods</p> <ul style="list-style-type: none"> • Written Assignment (1500 words) – 50% • Written Assignment (1500 words) – 50% 				

Competencies

- Create a research-based diagnosis for corporate strategic issues within an organisation by combining knowledge from other business disciplines;
- Take responsibility for critical engagement with theoretical, practical, and ethical issues pertaining to corporate strategy results;
- Manage and transform work contexts at international level that are complex and unpredictable and require new strategic approaches based on analysis of internal and external environment;
- Demonstrate the ability to respond to changes of global business conditions by using strategic reasoning.

Supply Chain and Operations Strategy

Level: EQF Level 7 | ECTS: 6 | Type: Compulsory

<p>Description</p> <p>This module provides students with an overview of operations management before diving into supply chain management and logistics-related subjects. This unit equips students with theoretical and practical background on how to design and deliver operations and supply chain strategy in order to be effective enough to face current and future global challenges. Additionally, this unit covers the process and systems of a supply chain network and acquaints students with the professional terminology, concepts, and tools required to evaluate how supply chain creates value and how this impacts an organisation's operations and financial performance.</p>	<p>Hours of Total Learning for This Module/Unit</p>			
	<p>Total Contact Hours</p>	<p>30</p>	<p>Supervised Placement and Practice Hours</p>	<p>9</p>
	<p>Self-Study Hours</p>	<p>81</p>	<p>Assessment Hours</p>	<p>30</p>
<p>Assessment Methods</p> <ul style="list-style-type: none"> • Report (3000 words) – 100% 				

Competencies

- Create a research-based diagnosis for global operations management problems by using critical thinking in decision-making, which is supported by operations management principles and best business practises;
- Demonstrate the ability to respond to the rapidly changing global production and operation environment, as well as to assess operations management within an organisation, by integrating knowledge of appropriate frameworks, analytical tools, and decision-making strategies in operations management;
- Be accountable and responsible for the original research that aims to assess how operations management trends and practises affect key performance metrics and to suggest tactics to boost operational effectiveness and support organisational change.

Marketing and International Positioning

Level: EQF Level 7 | ECTS: 6 | Type: Compulsory

<p>Description</p> <p>This module aims at presenting students with an extensive overview of the concept of marketing, its components and strategy along with its evolution in the last decades. The module explores the interconnection between all business operation phases involved in marketing a product/service and how exogenous forces such as external environment, technological development and consumer behaviour may influence a firm's market strategy. Additionally, this module provides students with knowledge, skills and competencies in a range of techniques required to make market positioning decisions at international level and execute strategic marketing plans, strategic analysis, implementation and marketing control. Upon completion of the module students will demonstrate capability in using knowledge and skills of marketing in order to evaluate market opportunities and propose appropriate marketing strategies to achieve a competitive advantage in a variety of global and dynamic market contexts.</p>	<p>Hours of Total Learning for This Module/Unit</p>			
	<p>Total Contact Hours</p>	<p>30</p>	<p>Supervised Placement and Practice Hours</p>	<p>9</p>
	<p>Self-Study Hours</p>	<p>81</p>	<p>Assessment Hours</p>	<p>30</p>
<p>Assessment Methods</p> <ul style="list-style-type: none"> Set Exercise/Case Study (3000 words) – 100% 				

Competencies

- Demonstrate the ability to respond to the fast-changing business environment by designing appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts;
- Create a research-based analysis related to ongoing marketing challenges at international level by adopting evidence-based data mining techniques and making judgements about organisational external environment with incomplete or limited information;
- Take responsibility for contributing to professional practice by proposing market penetration strategies, innovative marketing campaigns and comprehensively exploring the emerging practices in digital marketing and in using technology to conduct marketing research.

Leadership, Human Resources and Organisation

Level: EQF Level 7 | ECTS: 6 | Type: Compulsory

<p>Description</p> <p>The module discusses an integrated approach to leadership and management of teams and explores organisational behaviour issues. Furthermore, this unit provides students with comprehensive approaches to manage the human resource strategically and effectively and covers the concepts, techniques and challenges facing organisations as they relate to the process of effective people management. Upon completion of the unit, students will demonstrate capability in analysing workplace scenarios with the purpose to recommend individual, group, and organisational level actions to improve workforce and organisational performance.</p>	<p>Hours of Total Learning for This Module/Unit</p>											
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	Total Contact Hours	30	Supervised Placement and Practice Hours	9								
Self-Study Hours	81	Assessment Hours	30									

Competencies

- Take responsibility for transforming work or study contexts by leveraging individual differences, group dynamics and organisational culture and design and by balancing multiple objectives in ways that are accountable and achievable;
- Take responsibility for adapting the management of people reflecting on the dynamic nature of the environment in which one operates
- Manage people in organisations and demonstrate the ability to respond to the fast-changing labour markets environment;
- Demonstrate autonomy in contributing effectively to contemporary organisations in terms of awareness of the complexity and importance of strategic human resource management.

Artificial Intelligence and the Future

Level: EQF Level 7 | ECTS: 8 | Type: Elective

<p>Description</p> <p>This module will equip students with in-depth understanding of the role of Artificial Intelligence (AI) in business organisations and how the cyberspace is shaping both traditional and digital economy. Students will analyse how AI technologies can be leveraged to enhance business performance, drive innovation, and enable competitive advantage. In this module students will explore how organisations can optimise supply chain performance through AI-driven solutions, reduce finance and accounting forecast execution and transform risk management processes. Upon completion of the module, students will have knowledge and skills of AI application in business and society, including its applications in cybersecurity, cyber threat intelligence, and cybercrime prevention and will be able to find solutions to the challenges of leading and managing innovative and transformational processes in modern organisations.</p>	<p>Hours of Total Learning for This Module/Unit</p>										
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	Total Contact Hours	40	Supervised Placement and Practice Hours	12							
Self-Study Hours	108	Assessment Hours	40								

Competencies

- Take responsibility for contributing to professional knowledge by being a driver of adoption and implementation of Artificial Intelligence technologies in organisations;
- Has the learning skills to allow continuation to study new technological trends in Artificial Intelligence and Cyberspace and to evaluate their impact in a manner that may be largely self-directed or autonomous;
- Manage and transform work or study contexts that are complex and unpredictable that require new strategic approaches by using artificial intelligence solutions for business;
- Demonstrate the ability to respond to the fast-changing business environment by analysing emerging and disrupting technologies and by having a vision to detect technologies that are yet in an early maturity stage but have a potential to become disruptive.

Sustainability and Governance

Level: EQF Level 7 | ECTS: 8 | Type: Elective

<p>Description</p> <p>This module provides an in-depth understanding of the principles and practices of sustainability as a wholistic process and corporate and social governance of this innovative process. The module also explores the interplay between sustainable economic, social, and environmental strategies for the development of smart cities, and how circular economy principles can enhance the efficiency and sustainability of urban systems. Students will learn about the challenges and opportunities associated with circular economy and smart city management and how these global transformations may positively affect business organisation development. Moreover, this module focuses on knowledge of AI sustainability and governance applied to both social and corporate environment. Upon completion of the module students will demonstrate capability in using knowledge and skills of circular economy models in different industries, smart micro (firm) and macro (city) environment design and development, and in applying organisational capabilities that are required to succeed in today's global economy.</p>	<p>Hours of Total Learning for This Module/Unit</p>			
	Total Contact Hours	40	Supervised Placement and Practice Hours	12
	Self-Study Hours	108	Assessment Hours	40
<p>Assessment Methods</p> <ul style="list-style-type: none"> • Written Assignment (2000 words) – 50% • Report (2000 words) – 50% 				

Competencies

- Take responsibility for contributing to professional knowledge by being a driver of adoption and implementation of sustainable business models in organisations;
- Have the learning skills to allow continuation to study new business and technological trends in the circular economy field as well as in AI infrastructures and smart models and to evaluate their impact in a manner that may be largely self-directed or autonomous;
- Manage and transform work or study contexts that are complex and unpredictable that require new strategic approaches by using sustainable impact strategies and smart infrastructure models insights for businesses.

Consumer Experience in the Digital Environment

Level: EQF Level 7 | ECTS: 8 | Type: Elective

<p>Description</p> <p>The objective of this unit is to expose students to the principles of consumer behaviour and consumer experience as a wholistic process and comprehensively analyse its use in innovative marketing strategies by assessing the link of consumer behaviour with emerging field of neurosciences and the associated technologies. The module comprehensively reviews the process of digital and physical product creation from design to launch considering consumers' needs, market development and competitors' strategies. In this unit students will acquire knowledge of consumer decision-making, human cognitions and perception applied to consumers. Moreover, the unit will equip students with deep understanding of the user journey through leading research techniques and methodologies. Upon completion of this unit students will demonstrate capability to design and evaluate marketing strategies applying consumer behaviour, knowledge and skills of UX/UI in the digital marketplace and neuroscientific principles and will have the learning skills to allow continuation to study how emerging technologies and the area of neuroscience are fundamentally changing the way companies influence consumer behaviour.</p>	Hours of Total Learning for This Module/Unit			
	Total Contact Hours	40	Supervised Placement and Practice Hours	12
	Self-Study Hours	108	Assessment Hours	40
<p>Assessment Methods</p> <ul style="list-style-type: none"> • Written Assignment (1500 words) – 40% • Project Output (2500 words) – 60% 				

Competencies

- Create a research-based diagnosis to problems in consumer behaviour, user experience and consumer decision-making by integrating knowledge from new or interdisciplinary fields such as digital marketing, automation marketing, neuroscience, and economics, and make judgements on prospects of success of a particular product (a good or a service), with incomplete or limited information;
- Has the learning skills to allow continuation to study various digital consumer behaviour domains in a manner that may be largely self-directed or autonomous;
- Take responsibility for contributing to professional knowledge and practice by evaluating how to use various consumer behaviour strategies in order to attract and retain customers and increase product attractiveness.

Project Management in Action (Consulting Project)

Level: EQF Level 7 | ECTS: 8 | Type: Compulsory

<p>Description</p> <p>In this module students work in teams to help solve real-world business problems for real organisations or existing well-known corporations (clients). Students work on a specific consulting project through which they learn business and project management methodologies and tools, examine the main challenges faced by a company, and apply this knowledge to make informed decision. These consulting projects help students increase their practical experience prior to graduation, expand their professional network and enhance their long-term career possibilities. Consulting teams are made up of four MBA students. The team would study the organisation, conduct preliminary research, and make an in-depth analysis of the company's strategic issues in the market. The learning-by-doing approach will help students to learn real project management skills and apply it in practice. Upon completion of the unit, students will be autonomous to effectively manage projects and demonstrate the ability to respond to the fast-changing business environment when managing project risks, project execution, and project control. Students will also demonstrate problem-solving skills in various business situations by explaining and interpreting different business issues.</p> <p>Students are encouraged to look for a real organisation based on proximity and where access could be guaranteed. These organisations can be either:</p> <ul style="list-style-type: none"> • Organisations where students are currently employed; • Family businesses or businesses of friends and relatives; • Organisations that collaborate with GBSB Global and constantly provide internship placements to students. Career Office will assist with open opportunities for a consulting project; • Random local organisations, e.g. NGOs, small businesses, community centers open to collaborate with students on a non-monetary basis. 	<p>Hours of Total Learning for This Module/Unit</p>											
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>40</td> <td>Supervised Placement and Practice Hours</td> <td>12</td> </tr> <tr> <td>Self-Study Hours</td> <td>108</td> <td>Assessment Hours</td> <td>40</td> </tr> </table>	Total Contact Hours	40	Supervised Placement and Practice Hours	12	Self-Study Hours	108	Assessment Hours	40	<p>Assessment Methods</p> <ul style="list-style-type: none"> • Report (in groups) (5000 words) – 50% • Project Output (2000 words) – 50% 		
	Total Contact Hours	40	Supervised Placement and Practice Hours	12								
Self-Study Hours	108	Assessment Hours	40									



Alternatively, where access to any organisation is not possible or where students have a strong interest in any particular industry, there is an option to select an existing and well-known corporation and identify a real problem or issue this corporation is dealing with and propose a real, well-grounded solution to this issue. There should be enough data available to conduct a preliminary study of this issue within the corporation (e.g., a corporation's strategic plan, annual reports, data from independent agencies). Where possible, students should supplement open data with interviews with people working in the industry or other relevant experts.

Whatever organisation the students choose, the expectation is to identify a real business problem (from any business area, e.g., positioning, sales, human resources, strategy, digital transformation, market expansion, etc.) and obtain enough data/ facts about this issue from the organisation. The consulting project should have a real problem to solve and have feasible objectives to achieve, considering the size of the organisation, market circumstances, budget available, etc. Before students start working on any project, it should be approved by the module coordinator and instructor.

Competencies

- Take responsibility for adapting the management of projects reflecting on the dynamic nature of the environment in which one operates;
- Effectively manage people involved in projects and demonstrate the ability to respond to the fast-changing business environment when managing project risks, project execution, and project control;
- Have the learning skills to allow continuation to study business dynamics by analysing a wide range of collected data and consequently develop a decision-making process along all the stages of the business cycle;
- Manage and transform work or study contexts that are complex and unpredictable that require new strategic approaches by using knowledge and understanding of business modelling.

Final Cases (Capstone)

Level: EQF Level 7 | ECTS: 16 | Type: Elective

<p>Description</p> <p>The Final Cases (Capstone) assignment is designed as a comprehensive and multifaceted culmination of the academic and intellectual journey for MBA students. This assignment holds significant importance considering the nature of MBA studies and the students' personalised decision to conclude their studies by selecting one of the three elective modules offered. As such, the Capstone module represents a logical continuation of the entire academic curriculum. Within the Capstone module, students have the opportunity to leverage their acquired knowledge and skills from the elective module they have chosen, along with the core courses of their MBA programme, to analyse a specific problem within a case study. The aim is for students to apply the concepts, theories, and methodologies they have learned throughout their studies in order to develop a solution that directly addresses the identified problem. This requires the practical application of learned skills and methods to propose an effective resolution.</p> <p>In essence, the Capstone assignment encourages students to synthesise their cumulative learning experiences, integrating both the foundational MBA curriculum and the specialised knowledge obtained from the elective module, to comprehensively analyse a real-world problem and propose a well-justified solution. It serves as a testament to the students' ability to apply their acquired knowledge and skills in a practical and meaningful manner.</p>	<p>Hours of Total Learning for This Module/Unit</p>			
	Total Contact Hours	20	Supervised Placement and Practice Hours	60
	Self-Study Hours	240	Assessment Hours	80
<p>Assessment Methods</p> <ul style="list-style-type: none"> • Progress Report II (2000 words) – 35% • Final Cases (Capstone) (8.000 words) – 45% • Oral Presentation – 20% 				

Competencies

- Create a research-based diagnosis to problems by integrating knowledge from new or interdisciplinary fields and make judgements with incomplete or limited information;
- Take responsibility for contributing to professional knowledge in a specific industry by developing theoretical approaches to possible solutions;



- Demonstrate autonomy in the direction of learning and a high level of understanding of learning processes in a specific industry or functional area;
- Have the business research skills to allow continuation to study a specific business management problem in a manner that may be largely self-directed or autonomous.