



**GBSB GLOBAL**  
BUSINESS SCHOOL



**Master of Science (MSc) in Management  
(Human Resources and Talent Development)**

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:

- Has comprehensive specialised knowledge and understanding of how cultural, economic, political, and technological frameworks affect management practices and how they can be managed effectively;
- Identifies and evaluates theoretical approaches necessary for planning and decision-making in business. These include ideas that support the modelling and management of the decisions across the broad range of functional areas;
- Has relevant knowledge of organisations, and their role in pursuing sustainable business in the context in which they operate and how they are managed in compliance with codes of ethics and Corporate Social Responsibility;
- Has a critical understanding of business continuity management including knowledge of possible risks and regulatory environment that can impact business operations;
- Has comprehensive knowledge about methods to manage innovation processes and digital technologies that are in demand, and implications of digital technologies for individuals and societies;
- Identifies and evaluates key issues related to administering the human elements when managing projects such as teamwork, communication, motivation, and diversity;
- Has a comprehensive and critical understanding of the principal current research issues in management as well as in a specific industry or functional area of a personal professional interest;
- Possesses multi-disciplinary theoretical and practical knowledge of management in a specific industry or functional area of a personal professional interest.

### Skills:

- Performs critical evaluation and analysis of business environment and of the main concepts, structures and approaches of strategic business management with incomplete or limited information;
- Demonstrates capability in using specialised skills to make decisions and create global strategies in different business operations, digital transformation, and finance in order to adopt to fast-changing business environment;
- Demonstrates leadership skills necessary to empower, inspire and manage teams, innovation and creative problem-solving while managing a business;
- Develops new skills in response to emerging knowledge and techniques in the domain of business management including



digital skills and use of modern technologies;

- Develops an ability to identify and assess risks relating to the business, digital and financial environment and to design strategies to mitigate specific managerial risks;
- Monitors and maintains compliance with appropriate business regulations and formulates practical responses to the legal and external environment challenges associated with operating a business;
- Demonstrate capability in using data referring to business analytics

#### **Competencies:**

- **C1:** Demonstrates the ability to respond to the main political, economic, social, and technological variables and to formulate the priorities and strategies necessary for an organisation to succeed considering the global outlook and trends;
- **C2:** Manages business projects by establishing a global vision that incorporates every facet of business development and constructs innovation and cultural diversity as an advantage in business contexts that are complex and unpredictable and require new strategic approaches;
- **C3:** Is accountable for managing people and practicing management with commitment to democratic values and sustainability adopting the practices based on learning, service and social inclusion;
- **C4:** Demonstrates autonomy in the direction of personal development

to better forecast and execute business strategies and operations;

- Demonstrates capability in using knowledge and skills of management to conduct research within a specific industry or functional area of a personal professional interest, taking into account the need for synthesis, setting objectives, methodological process and application of strategies;
- Demonstrate specialised knowledge of management that include reflecting on social and ethical responsibilities linked to execution of the managerial function.

and lifelong learning applicable to the business environment;

- **C5:** Creates a research-based diagnosis to problems in management by integrating knowledge from new or interdisciplinary fields in management and makes judgements with incomplete or limited information;
- **C6:** Engages in critical analysis in the area of management and demonstrates independent thought, evaluation and problem-solving underpinned by evidence-based arguments;
- **C7:** Take responsibility for contributing to professional knowledge in management or a specific industry/functional area of a personal professional interest by identifying an existing business problem and by conducting original research.



## Learning Outcomes for Communication Skills for the Whole Course

- Communicates ideas and arguments fluently and effectively in a variety of written and oral formats, whether in one's own and/or foreign language, to specialist and non-specialist audiences;
- Develops and manages strategies and arguments by which organisations can facilitate interaction and communication between management, employees and customers in a highly diverse environment;
- Appreciates the value of co-operation in modern globalised organisations and the development of leadership, communication, planning, and problem-solving skills and working in collaboration with people from different backgrounds;
- Demonstrates a high level of creativity, critical evaluation, and analyses of various sources of information and communicates results effectively;
- Communicates with specialist and non-specialist audiences using professional industry or a functional area terminology and unambiguously reaches conclusions which may be the outcome of original research, self-study or experience.

## Learning Outcomes for Learning to Learn Skills for the Whole Course

- Takes initiative to undertake a self-directed study of different fields of management in the pursuit of professional and academic career identifying needs and new requirements that allow transferring knowledge to current or emerging professional development areas, with capacity for adaptation and self-management in both professional and research processes;
- Is autonomous in leading own educational process in order to acquire a comprehensive management education that allows learning and coexistence in a context of diversity and in different social, cultural and economic environments;
- Makes assessments of personal continuous professional development by critically evaluating personal strengths and weaknesses, keeping up to date with relevant management techniques, ideas and practices.

## Assessment Methods

A range of assessment methods at module and programme level are used to best facilitate students' capabilities to evidence learning outcomes. Considering the innovative digital nature of the programme and in order 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	<b>Written Assignment:</b> includes essays and other types of written work		YES	YES
	<b>Report:</b> 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
	<b>Portfolio:</b> a collection of work that relates to a given topic or theme, which has been produced over a period of time.		YES	YES
	<b>Project Output:</b> output from project work, often of a practical nature, other than a Final Project or written report.		YES	YES
	<b>Set Exercise/Case Study:</b> questions or tasks designed to assess the application of knowledge, analytical, problem-solving or evaluative skills.		YES	YES
	<b>Posters:</b> show, in words and pictures, views or research into a particular topic.		YES	YES
	<b>Journal or Reflective Diary:</b> 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
	<b>Final Project (Capstone):</b> 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	<b>Oral Assessment:</b> conversations, discussions, debates, and role plays	<b>Online Participation:</b> participation in online forums, comments and debates in VLE	YES	NO
	<b>Oral Presentation:</b> oral presentations as assessment items are used to	<b>Presentation Handouts:</b> students are required to submit	YES	YES



	assess student learning from student individual or group projects	presentation handouts and/or video or audio recording of their presentation		
	<b>Practical Skills Assessment:</b> practical skills assessment focuses on whether, and/or how well, a student performs a specific practical skill or technique (or competency). It is especially useful for assessing some digital skills.		YES	NO
A4: Assessment That Involves Use of Digital Technology	<b>Video/Podcast:</b> work well in classes where students are involved in longer projects and research or exploring a topic throughout a module.		YES	YES
	<b>E-Portfolio:</b> a collection of electronic evidence assembled and managed by a student that relates to a given topic or theme, which has been produced over a period of time.		YES	YES
	<b>Infographic:</b> infographics are perfect for highlighting the essentials of any concept through an easy-to-understand visual.		YES	NO
	<b>Management of Accounts:</b> professional management of social networks accounts, online advertising accounts, etc.		YES	NO
	<b>Use of Digital Software Tools:</b> students learn different software tools throughout the programme and are required to use outputs produced by different software in their coursework.		YES	NO

## The Grading System

Grade	Description	Marks	Percentage	On 4.00 Scale	Result
<b>A</b>	<b>Exceptional</b>				
	Superior performance showing comprehensive understanding of the subject matter	A	95-100	4.00	Distinction
		A-	90-94	3.70	Excellent
<b>B</b>	<b>Good</b>				
	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
<b>C</b>	<b>Fair</b>				
	Basic understanding of the subject matter	C+	77-79	2.30	Satisfactory
		C	74-76	2.00	Satisfactory
		C-	70-73	1.70	Satisfactory
<b>D</b>	<b>Poor</b>				
	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
<b>F</b>	<b>Fail</b>	F	< 60	0	Make-up exam or Retake depending on performance
<b>FA</b>	<b>Fail due to absences</b>				<b>Repeat Module</b>
	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

<i><b>Fall</b></i>	<i><b>Winter</b></i>	<i><b>Spring</b></i>	<b>Final Project</b>
Strategic Management and Analytics (8 ECTS)	Finance for Management (8 ECTS)	Talent Development and Management (6 ECTS)	
Economics and Geopolitics (6 ECTS)	Operations Management (6 ECTS)	Diversity Management and Global Workplace Inclusion (6 ECTS)	
Digital Transformation, Innovation and Technology (6 ECTS)	Strategic Human Resource Management (6 ECTS)	Digital HR Tech and Tools (6 ECTS)	
Effective Teamwork and Project Management (6 ECTS)	International Perspectives on Employee Relations (6 ECTS)		



## COURSE OUTLINE

### Operations Management

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

<p><b>Description</b></p> <p>This unit aims at developing skills and competencies to prepare business students to successfully manage business operations to assess standard and innovative practices in manufacturing and service sectors in the global marketplace. The unit provides conceptual and practical application frameworks of management as well as analytical tools for the management of operations. Students will assess and apply strategies focused on improving operational efficiency through cost reductions, increased capital efficiencies, and integration of modern technologies in business operations. In short, they will learn how to bridge the gap between theory and practice by using technologically advanced resources for operating within a global business environment.</p>	<b>Hours of Total Learning for This Module/Unit</b>			
	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30
<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>Report (3000 words) – 100%</li> </ul>				

#### Competencies

- C5: Create a research-based diagnosis to problems in operations management by applying critical thinking to decision-making, supported by operations management principles and best practices in business;
- C1: Demonstrate the ability to respond to the fast-changing global production and operation environment and to assess the management of operations within an organisation by integrating knowledge about appropriate frameworks, analytical tools, and decision-making strategies in operations management;
- C7: Be accountable and responsible for the original research aimed at evaluating the impact of trends and practices in operations management on key performance indicators and at recommending strategies to improve operational efficiencies and to support organisational change.

## Finance for Management

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

<p><b>Description</b></p> <p>This unit aims at contemporary frameworks for analysing and making financial decisions to support operations and business strategy. Students will examine and learn how corporate financial policy is enacted in various operating and business strategy decisions, including managing working capital and cash flow, capital budgeting and investment decisions, and maintaining long-term capital structure.</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 apply financial principles, concepts, and analytical tools in 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><b>Hours of Total Learning for This Module/Unit</b></p>											
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>40</td> <td>Supervised Placement and Practice Hours</td> <td>10</td> </tr> <tr> <td>Self-Study Hours</td> <td>110</td> <td>Assessment Hours</td> <td>40</td> </tr> </table>	Total Contact Hours	40	Supervised Placement and Practice Hours	10	Self-Study Hours	110	Assessment Hours	40	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Set Exercise/Case Study (2000 words) – 50%</li> <li>• Set Exercise/Case Study (2000 words) – 50%</li> </ul>		
	Total Contact Hours	40	Supervised Placement and Practice Hours	10								
Self-Study Hours	110	Assessment Hours	40									

### Competencies

- C1: Construct and diagnose the interconnectivity between the firm's financial management, the global economy and financial markets;
- C5: Create a research-based diagnosis to issues in business finance in order to recommend managerial and investment strategies;
- C2: Manage financial and investment projects and demonstrate the ability to respond to the changing global economy and financial markets conditions;
- C3: Take responsibility for the importance of ethical standards in business finance and accounting.

## Economics and Geopolitics

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

<p><b>Description</b></p> <p>This unit aims at developing skills and competencies to prepare students to apply and criticise economic theories and data and their impact on the operation of markets, and to envision their role on making economic predictions about market outcomes. The unit also 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 geopolitical categories in order to understand the international economic and political environment, how to analyse reasons and consequences of international political and economic decisions, how to use geopolitical and geo-economic knowledge in order to understand the global market.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>										
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>9</td> </tr> <tr> <td>Self-Study Hours</td> <td>81</td> <td>Assessment Hours</td> <td>30</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	9	Self-Study Hours	81	Assessment Hours	30	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Written Assignment (1000 words) – 40%</li> <li>• Written Assignment (2000 words) – 60%</li> </ul>	
	Total Contact Hours	30	Supervised Placement and Practice Hours	9							
Self-Study Hours	81	Assessment Hours	30								

### Competencies

- C5: Create a research-based diagnosis to problems in economics and geoeconomics by integrating knowledge from an interdisciplinary field of geopolitics and make judgements with incomplete or limited information;
- C1: 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;
- C4: Demonstrate autonomy in the direction of learning of economics and geoeconomics by conducting independent research and analysis of economic data, articles, news, and expert opinions.

## Effective Teamwork and Project Management

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

<p><b>Description</b></p> <p>This unit focuses on the issues surrounding the management of teams and projects. This is achieved by providing a specialised knowledge of organisational behaviour and factors that influence people's behaviour at work and how these factors link to performance in projects. The unit discusses an integrated approach to managing teams and projects as well as explores both technical and managerial challenges. Upon completion of the unit students will demonstrate capability in analysing workplace scenarios with the purpose to improve workforce and organisational performance and will develop applied project management skills and an ability to plan, implement, manage, and successfully achieve project objectives.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>										
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>9</td> </tr> <tr> <td>Self-Study Hours</td> <td>81</td> <td>Assessment Hours</td> <td>30</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	9	Self-Study Hours	81	Assessment Hours	30	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Written Assignment (1000 words) – 40%</li> <li>• Report (2000 words) – 60%</li> </ul>	
	Total Contact Hours	30	Supervised Placement and Practice Hours	9							
Self-Study Hours	81	Assessment Hours	30								

### Competencies

- C3: 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;
- C1: Take responsibility for adapting the management of people and projects reflecting on the dynamic nature of the environment in which one operates;
- C2: Effectively manage teams and projects and demonstrate the ability to respond to the fast-changing business environment when managing project risks, project execution, and project control.

## Talent Development and Management

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

<p><b>Description</b></p> <p>This unit covers the building blocks organisations use to manage talent management strategies. Students will learn how to create an organisational environment that enables people to thrive and will explore the major facets of talent management from developing core competencies to assessing and developing talent, and to driving employee engagement and retention. Upon completion of the unit, students will demonstrate specialised problem-solving skills needed to meet strategic business objectives by maximising people's potential and performance through well-designed talent management approaches.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>											
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>9</td> </tr> <tr> <td>Self-Study Hours</td> <td>81</td> <td>Assessment Hours</td> <td>30</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	9	Self-Study Hours	81	Assessment Hours	30	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>Report (2700 words) – 100%</li> </ul>		
	Total Contact Hours	30	Supervised Placement and Practice Hours	9								
Self-Study Hours	81	Assessment Hours	30									

### Competencies

- C2: Manage and transform professional contexts that are complex and unpredictable and require new strategic approaches by using talent management principles to maximise people's potential and performance at work;
- C3: Manage people and projects that require professionals with specific skills by using talent management strategies to attract, engage, develop, and retain global talent and to respond to the fast-changing global labour market environment;
- C5: Create a research-based diagnosis to problems in people management and organisational performance by integrating knowledge from interdisciplinary fields such as strategic management, finance, and human resources management and make judgements on people engagement and performance with incomplete or limited information.

## Strategic Management and Analytics

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

<p><b>Description</b></p> <p>This unit aims at developing skills and competencies to prepare students to successfully develop and criticise strategies that help companies succeed in the global marketplace. In a globalised world in which companies and organisations confront multinational competition and have opportunities in an increasing number of markets, it is crucial to develop a good understanding of strategic management tools. Students also learn how to take strategic business decisions by diagnosing problems and developing solutions by using appropriate business analytics models. Upon completion of the unit, students will demonstrate capability in using knowledge and skills of strategic management for finding solutions that require rational decision-making to meet the challenges of the global economy.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>			
	Total Contact Hours	40	Supervised Placement and Practice Hours	10
	Self-Study Hours	110	Assessment Hours	40
<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Written Assignment (2000 words) – 50%</li> <li>• Written Assignment (2000 words) – 50%</li> </ul>				

### Competencies

- C7: Create a research-based diagnosis to strategic management issues within an organisation by integrating knowledge of models drawn from other business disciplines;
- C6: Take responsibility for critical engagement with theoretical, practical and ethical considerations relating to outcomes of strategic management;
- C2: Manage and transform work contexts that are complex and unpredictable and require new strategic approaches based on analysis of internal and external environment;
- C1: Demonstrate the ability to respond to the fast-changing business environment by using business analytics.

## Strategic Human Resource Management

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

<p><b>Description</b></p> <p>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. The unit introduces students to strategic human resource management as a field of theoretical study and of professional practice. It discusses the strategic and managerial roles of human resource management in an organisation, all of which must be understood for a successful career in this field. Upon completion of this unit, students will gain a practical knowledge of human resources strategy and the role of the HR practitioner as strategic partner to the business and will be able to develop effective policies, with regard to strategic HRM, with appropriate sensitivity and responsiveness to the current circumstances within the organisation.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>			
	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30
<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Written Assignment (1200 words) – 40%</li> <li>• Report (1800 words) – 60%</li> </ul>				

### Competencies

- C2: Demonstrate autonomy in contributing effectively to contemporary organisations in terms of awareness of the complexity and importance of strategic human resource management;
- C5, C6: Create a research-based diagnosis to problems in strategic HRM by integrating knowledge from other fields of management science and by evaluating the significance of empirical evidence in understanding strategic HRM issues;
- C1, C3: Manage people in organisations and demonstrates the ability to respond to the fast-changing labour markets environment.

## Diversity Management and Global Workplace Inclusion

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

<p><b>Description</b></p> <p>This unit provides a comprehensive overview of diversity and inclusion (D&amp;I) in the workplace, through the discussion of the many dimensions of diversity and the introduction of a consistent and effective framework that could be used to foster inclusion in the business environment. The unit also helps to understand that people belong to different age groups, races and ethnicities, are of different genders and have different sexual orientation, besides leading, managing, thinking, and learning in diverse ways. Upon completion of the unit, students will demonstrate specialised knowledge of diversity &amp; inclusion that includes reflecting on social and ethical responsibilities linked to the application of that knowledge in managing human resources in multinational organisations and an ability to develop work environments that appropriately value, support and engage all employees.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>										
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>9</td> </tr> <tr> <td>Self-Study Hours</td> <td>81</td> <td>Assessment Hours</td> <td>30</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	9	Self-Study Hours	81	Assessment Hours	30	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Written Assignment (1200 words) – 40%</li> <li>• Report (1800 words) – 60%</li> </ul>	
	Total Contact Hours	30	Supervised Placement and Practice Hours	9							
Self-Study Hours	81	Assessment Hours	30								

### Competencies

- C2, C3: Manage people appraising current perspectives on the relationships among diversity and inclusion in global organisations and demonstrate the ability to respond to the multiple types of diversity affecting organisations, including racial, gender, cultural, socio-economic, and generational diversity;
- C2: Manage and transform work or study contexts that require solutions to organisational problems associated with ensuring full participation of many diverse participants;
- C2: Take responsibility for reviewing the strategic performance of diverse teams by applying various strategies for building bridges between diverse groups within the workforce for more productive working relationships.



## International Perspectives on Employee Relations

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

<p><b>Description</b></p> <p>This unit explores issues of regulation of the employment relationship. The role of the state, employers and trade unions in employee relations systems are central to this unit. Comparisons are made across different institutional and national contexts. Contemporary employee relations issues (such as those related to the “Gig Economy”) are addressed, which may include supranational influences such as the ILO and labour standards. Upon completion of the unit, students will demonstrate specialised problem-solving skills required to adapt organisational and HR strategies and practices to existing and emerging government policies and regulations in the area of employee relations.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>											
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>9</td> </tr> <tr> <td>Self-Study Hours</td> <td>81</td> <td>Assessment Hours</td> <td>30</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	9	Self-Study Hours	81	Assessment Hours	30	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Written Assignment (1500 words) – 50%</li> <li>• Written Assignment (1500 words) – 50%</li> </ul>		
	Total Contact Hours	30	Supervised Placement and Practice Hours	9								
Self-Study Hours	81	Assessment Hours	30									

### Competencies

- C1, C3: Manage people adhering to the principles and regulations of employee relations and demonstrate the ability to respond to the fast-changing employment markets environment;
- C1: Be accountable and responsible for adapting organisational and HR strategies and practices to existing and emerging policies and regulations in the area of employee relations in those countries where the organisation operates;
- C5, C6: Create a research-based diagnosis to problems in employee relations by integrating knowledge from law, economics, and international business fields and take responsibility for solving complex problems associated with management of the employment relationship in international organisations.

## Digital Transformation, Innovation, and Technology

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

<p><b>Description</b></p> <p>This unit will equip students with a fundamental knowledge of the new digital economy and will provide an understanding of how the digital economy is shaping strategic options for managers, including the new technological driving forces, digitalisation, and the new challenges. Students will analyse the impact of digital transformation on society and businesses and assess to what extent technology can be used to create meaningful and positive innovative solutions to different issues. Upon completion of the unit, students will have knowledge and skills of digital transformation, innovation and technology and will be able to find solutions to the challenges of leading and managing innovative and transformational processes in modern organisations.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>										
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>9</td> </tr> <tr> <td>Self-Study Hours</td> <td>81</td> <td>Assessment Hours</td> <td>30</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	9	Self-Study Hours	81	Assessment Hours	30	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Written Assignment (1500 words) – 50%</li> <li>• Written Assignment (1500 words) – 50%</li> </ul>	
	Total Contact Hours	30	Supervised Placement and Practice Hours	9							
Self-Study Hours	81	Assessment Hours	30								

### Competencies

- C2: Manage and transform work contexts that are complex and unpredictable and require new strategic approaches based on innovation and digital transformation, understanding of technology, and analysis of internal and external environment;
- C1: 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;
- C4: Demonstrate autonomy in the direction of learning of digitalisation and innovation processes by conducting independent research and analysis of economic data, articles, news, and expert opinions.

## Digital HR Tech and Tools

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

<p><b>Description</b></p> <p>HR is not exempt from being affected by business digital transformation processes. Unprecedented and fast innovation in HR technology provides digital solutions that increase and enable customisation, underpin predictive analytics, and redefine traditional HR approaches. This unit provides students with the knowledge and skills needed to be a driver of HR's digital transformation and to build a career as a future-forward and innovative HR manager. Upon completion of the unit students will demonstrate capability in using knowledge and skills of digital HR to adapt to the fast-changing work environment and to manage people efficiently by developing a digital HR strategy and by performing critical evaluation and analysis on how HR needs to adopt new capabilities, new skills, and a new perception of what will make people productive in the future.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>										
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>9</td> </tr> <tr> <td>Self-Study Hours</td> <td>81</td> <td>Assessment Hours</td> <td>30</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	9	Self-Study Hours	81	Assessment Hours	30	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Poster – 30%</li> <li>• Report (2000 words) – 70%</li> </ul>	
	Total Contact Hours	30	Supervised Placement and Practice Hours	9							
Self-Study Hours	81	Assessment Hours	30								

### Competencies

- C7: Take responsibility for contributing to professional knowledge by being a driver of HR's digital transformation in an organisation;
- C1, C2: Manage human resources by demonstrating the ability to respond to digital transformation processes and the fast-changing work environment trends and tendencies;
- C4: Has the learning skills to allow continuation to study digital HR and new emerging digital HR tools in a manner that may be largely self-directed or autonomous.

## Final Project (Capstone)

Level: EQF Level 7 | ECTS: 20 | Type: Compulsory

<p><b>Description</b></p> <p>A Final Project (Capstone) is a multifaceted assignment that serves as a culminating academic and intellectual experience for Master students. Students take what they have learned throughout the course of their Master's programme and apply it to examine a specific idea/problem within their area of specialisation. A Final Project involves the identification of an existing problem in a real-world setting and the application of learned skills and methods to develop a solution that addresses the problem directly. There are several options among which students can choose for developing their Final Project: either it may be geared toward research or may be more oriented toward problem-solving. Solutions offered by students are usually interactive and realistic, meaning they can be implemented and used either in professional life or in further research and study.</p>	<p><b>Hours of Total Learning for This Module/Unit</b></p>											
	<table border="1"> <tr> <td>Total Contact Hours</td> <td>30</td> <td>Supervised Placement and Practice Hours</td> <td>80</td> </tr> <tr> <td>Self-Study Hours</td> <td>300</td> <td>Assessment Hours</td> <td>100</td> </tr> </table>	Total Contact Hours	30	Supervised Placement and Practice Hours	80	Self-Study Hours	300	Assessment Hours	100	<p><b>Assessment Methods</b></p> <ul style="list-style-type: none"> <li>• Progress Report II (2000 words) – 35%</li> <li>• Final Project (Capstone) (10.000 words) – 45%</li> <li>• Oral Presentation – 20%</li> </ul>		
	Total Contact Hours	30	Supervised Placement and Practice Hours	80								
Self-Study Hours	300	Assessment Hours	100									

### Competencies

- C5: Create a research-based diagnosis to problems by integrating knowledge from new or interdisciplinary fields and make judgements with incomplete or limited information;
- C7: Take responsibility for contributing to professional knowledge in a specific industry or functional area of a personal professional interest by identifying an existing business management problem and by developing theoretical approaches to possible solutions;
- C4: Demonstrate autonomy in the direction of learning and a high level of understanding of learning processes in a specific industry or functional area of a personal professional interest;
- C4: 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.



**GBSB GLOBAL**  
BUSINESS SCHOOL