



GBSB GLOBAL
BUSINESS SCHOOL



**Master of Science (MSc) in Management
(Operations and Supply Chain Management)**

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	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
	Portfolio: a collection of work that relates to a given topic or theme, which has been produced over a period of time.		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	YES
	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	Presentation Handouts: 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		
	Practical Skills Assessment: 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	Video/Podcast: work well in classes where students are involved in longer projects and research or exploring a topic throughout a module.		YES	YES
	E-Portfolio: 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
	Infographic: infographics are perfect for highlighting the essentials of any concept through an easy-to-understand visual.		YES	NO
	Management of Accounts: professional management of social networks accounts, online advertising accounts, etc.		YES	NO
	Use of Digital Software Tools: 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
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
	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>Fall</i>	<i>Winter</i>	<i>Spring</i>	Final Project
Strategic Management and Analytics (8 ECTS)	Finance for Management (8 ECTS)	Operations and Supply Chains Strategy and Finance (6 ECTS)	
Economics and Geopolitics (6 ECTS)	Operations Management (6 ECTS)	International Logistics and Transport (6 ECTS)	
Digital Transformation, Innovation and Technology (6 ECTS)	Inventory, Strategic Sourcing and Supplier Management (6 ECTS)	Business Intelligence in the Era of Big Data and AI (6 ECTS)	
Effective Teamwork and Project Management (6 ECTS)	Supply Chains 4.0 for Digital Consumers (6 ECTS)		

COURSE OUTLINE

Operations Management

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

<p>Description</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>	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"> • Report (3000 words) – 100% 				

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>Description</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>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>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>Assessment Methods</p> <ul style="list-style-type: none"> • Set Exercise/Case Study (2000 words) – 50% • Set Exercise/Case Study (2000 words) – 50% 	
	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.

Effective Teamwork and Project Management

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

<p>Description</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>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

- 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.

Strategic Management and Analytics

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

<p>Description</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>Hours of Total Learning for This Module/Unit</p>										
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	Total Contact Hours	40	Supervised Placement and Practice Hours	10							
Self-Study Hours	110	Assessment Hours	40								

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.

Economics and Geopolitics

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

<p>Description</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>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

- 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.

Operations and Supply Chains Strategy and Finance

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

<p>Description</p> <p>Different internal and external events may trigger a revision of a general corporate strategy which may consequently affect different elements within an organisation. Dealing with such changes requires an operations manager with an ability to evaluate and align technology, people and processes to ensure the sustainability of an organisation. This module provides students with knowledge and skills to design and execute an operations and supply chains strategy which would be effective enough to face different challenges across both functional and firm boundaries. The module also covers the processes and systems of a supply chain network and familiarises students with the professional language, concepts and tools necessary to assess how supply chains create value and how this affects operations and financial results of an organisation.</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

- C2: Manage and transform work contexts in the area of operations and supply chains that are complex and unpredictable and require new strategic approaches by designing and implementing an operations and supply chains strategy;
- C3: Take responsibility for reviewing the strategic performance of teams in the areas of operations and supply chains;
- C5: Create a research-based diagnosis to problems in operations and supply chains strategic planning by integrating financial information and by collaborating on results with a financial team and different stakeholders.

Digital Transformation, Innovation, and Technology

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

<p>Description</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>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"> • Written Assignment (1500 words) – 50% • Written Assignment (1500 words) – 50% 				

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.

Business Intelligence in the Era of Big Data and AI

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

<p>Description</p> <p>Capturing value from data is the new normal and transformational lever towards more digital and sustainable societies. Big data and Artificial Intelligence arise as the newest foundational elements: the former enables the possibility to manage unprecedented volume of data, variety of data sources, and velocity of data update ingested by new technologies while the latter facilitates the intelligent processing of information (without human intervention in most cases) to capture value added information to streamline processes and enhance current services or products. This unit will equip students with a fundamental understanding of the approaches to Business Intelligence and to the new data-driven business models. Upon completion of the unit students will demonstrate capability in using knowledge and skills of Big Data and Artificial Intelligence in implementing a Business Intelligence strategy in the fast-changing data-driven business ecosystem.</p>	<p>Hours of Total Learning for This Module/Unit</p>										
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Self-Study Hours	81	Assessment Hours	30								

Competencies

- C7: Take responsibility for contributing to professional knowledge by being a driver of adoption and implementation of Big Data and Artificial Intelligence technologies in organisations;
- C1, C6: Take responsibility for initiating strategic actions grounded on Business Intelligence diagnosis and for leading an organisation into a new direction;
- C4: Has the learning skills to allow continuation to study new technological trends in Big Data and Artificial Intelligence and to evaluate their impact in a manner that may be largely self-directed or autonomous;
- C2: Manage and transform work or study contexts that are complex and unpredictable that require new strategic approaches by using data analytics techniques and artificial intelligence solutions for business.

Supply Chains 4.0 for Digital Consumers

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

<p>Description</p> <p>The supply chains 4.0 concept goes hand in hand with digital transformation and Industry 4.0, bringing innovation in terms of thinking, managing and delivering products to customers. Implementing new intelligent technologies together with promoting changes in the business culture are some of the key elements that will allow digital transformation to reach the entire distribution chain, from storage to distribution including retail and last mile operations. Omnichannel retail refers to a multichannel approach to selling products in which customers will be able to switch between digital and traditional channels according to their needs. The dynamics of Industry 4.0 will require managers to develop specific knowledge and skills in digital technology. This unit prepares students studying operations and supply chain management for professional success in the Industry 4.0 by equipping them with knowledge and skills required from modern and innovative operations managers.</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

- C1: Demonstrate the ability to respond to the fast-changing business environment of the retail industry by formulating adaptable strategies that help gain competitive and comparative advantages and reformulating existing strategies if needed;
- C2: Manage and transform work contexts in the area of operations and supply chains that are complex and unpredictable and require new strategic approaches related to implementation of digital technology;
- C5: Create a research-based diagnosis to problems in operations by integrating different concepts from the domain of the Industry 4.0 and supply chain 4.0;
- C4: Demonstrate autonomy in the direction of learning about Industry 4.0 and digital supply chains and a high level of understanding of learning processes.

Inventory, Strategic Sourcing and Supplier Management

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

<p>Description</p> <p>This unit guides students through inventory management, strategic sourcing and its collaboration models and tools, providing them with a deep understanding of how these processes can offer a competitive advantage for the whole network or drastically damage the organisation's health and performance. Students will develop their personal negotiation style, learning skills and strategies to become confident and effective negotiators in the area of strategic sourcing.</p>	<p>Hours of Total Learning for This Module/Unit</p>										
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Self-Study Hours	81	Assessment Hours	30								

Competencies

- C2: Manage total cost concept in order to achieve improved results and be able to integrate the planning and sourcing processes;
- C5: Create a research-based diagnosis to problems in strategic sourcing and supplier management by assessing relevant data with the purpose to develop a forecast that fulfils demand and minimises out-of-stock situations;
- C4: Demonstrate autonomy in leading and negotiating strategic matters related to an organisation's inventory and sourcing policies design and implementation.

International Logistics and Transport

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

<p>Description</p> <p>This unit provides an understanding of the key transportation concepts and the issues affecting the freight logistics industry and focuses on international transport and logistics management in the context of the global economy by covering operational, technological, economic and regulatory issues relevant to contemporary transport and logistics practice. Particular emphasis is placed on freight movements, intermodal transportation, modal characteristics, transportation regulation, pricing and costing, and the changes occurring in the industry such as security, environmental issues, and use of technology. Upon completion of the unit, students will be able to demonstrate specialised problem-solving skills required to evaluate various domestic and international transportation modes/alternatives and to provide strategic solutions for a series of freight logistics situations.</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

- C5: Create a research-based diagnosis to problems in international logistics and transportation by integrating knowledge from interdisciplinary fields such as operations management, policy and regulations, sustainability and climate change, and make judgements with incomplete or limited information;
- C2: Manage projects in the field of international logistics and transportation by providing strategic solutions for a series of freight logistics situations;
- C4: Demonstrate autonomy in the direction of learning about international logistics and transportation and global issues affecting freight logistics industry and a high level of understanding of learning processes.

Final Project (Capstone)

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

<p>Description</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>Hours of Total Learning for This Module/Unit</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>Assessment Methods</p> <ul style="list-style-type: none"> • Progress Report II (2000 words) – 35% • Final Project (Capstone) (10.000 words) – 45% • Oral Presentation – 20% 		
	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.



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