Master of Science in 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

		YES	NO
	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

Fall	Winter	Spring	
Strategic Management and Analytics (8 ECTS)	Finance for Management (8 ECTS)	Strategic Marketing (6 ECTS)	
Economics and Geopolitics (6 ECTS)	Operations Management (6 ECTS)	Elective III (6 ECTS)	**Final Project**
Digital Transformation, Innovation and Technology (6 ECTS)	Elective I (6 ECTS)	Elective IV (6 ECTS)	
Effective Teamwork and Project Management (6 ECTS)	Elective II (6 ECTS)		

COURSE OUTLINE

Finance for Management

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

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

Assessment Methods

- Set Exercise/Case Study (2000 words) – 50%
- Set Exercise/Case Study (2000 words) – 50%

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.

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

Description	Hours of Total Learning for This Module/Unit			
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.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Written Assignment (1000 words) – 40%
- Written Assignment (2000 words) – 60%

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 Management

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

Description	Hours of Total Learning for This Module/Unit			
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.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- 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.

Digital Transformation, Innovation, and Technology

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

Description		Hours of Total Learning for This Module/Unit		
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 technolo ……..gical 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.		**Total Contact Hours**	30	**Supervised Placement and Practice Hours** 9
		Self-Study Hours	81	**Assessment Hours** 30
		Assessment Methods • 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.

Strategic Management and Analytics

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

Description	Hours of Total Learning for This Module/Unit			

Description

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.

Hours of Total Learning for This Module/Unit

Total Contact Hours	40	Supervised Placement and Practice Hours	10
Self-Study Hours	110	Assessment Hours	40

Assessment Methods

- Written Assignment (2000 words) – 50%
- Written Assignment (2000 words) – 50%

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.

Effective Teamwork and Project Management

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

Description	Hours of Total Learning for This Module/Unit			
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.				

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

Assessment Methods

- Written Assignment (1000 words) – 40%
- Report (2000 words) – 60%

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 Marketing

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

Description	Hours of Total Learning for This Module/Unit			

Description
This module examines major forces impacting marketing strategy, such as external environment, consumer behaviour, changing target markets and digital developments, and provides students with knowledge, skills and competencies in a range of techniques required to direct the strategic marketing planning process such as strategic analysis, implementation and marketing control. Topics include diagnosing marketing challenges, identifying opportunities and developing a marketing strategy. Upon completion of the module students will demonstrate capability in using knowledge and skills of strategic marketing to evaluate market opportunities and propose appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts.

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

Assessment Methods

- Set Exercise/Case Study (3000 words) – 100%

Competencies

- C1: 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;

- C5, C6: Create a research-based diagnosis to problems in strategic marketing by using evidence-based data mining techniques and making judgements about organisational external environment with incomplete or limited information;

- C7: Take responsibility for contributing to professional practice by proposing creative marketing programmes and comprehensively exploring the emerging practices in digital marketing and in using technology to conduct marketing research.

Final Project (Capstone)

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

Description
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.

Hours of Total Learning for This Module/Unit

Total Contact Hours	30	Supervised Placement and Practice Hours	80
Self-Study Hours	300	Assessment Hours	100

Assessment Methods

- Progress Report II (2000 words) – 35%
- Final Project (Capstone) (10.000 words) – 45%
- Oral Presentation – 20%

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.

Inventory, Strategic Sourcing and Supplier Management

Level: EQF Level 7 l ECTS: 6 l Type: Elective

Description	Hours of Total Learning for This Module/Unit				
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.	Total Contact Hours	30	Supervised Placement and Practice Hours	9	
	Self-Study Hours	81	Assessment Hours	30	

Assessment Methods

- Set Exercise/Case Study (1000 words) – 40%
- Report (2000 words) – 60%

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.

Operations and Supply Chains Strategy and Finance

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			

Description

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.

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

Assessment Methods

- Set Exercise/Case Study (1000 words) – 40%
- Project Output (2000 words) – 60%

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.

Supply Chains 4.0 for Digital Consumers

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

Description	Hours of Total Learning for This Module/Unit			

Description

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.

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

Assessment Methods

- Set Exercise/Case Study (1000 words) – 40%
- Project Output (2000 words) – 60%

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.

International Logistics and Transport

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

Description	Hours of Total Learning for This Module/Unit			

Description

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.

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

Assessment Methods

- Set Exercise/Case Study (1000 words) – 40%
- Report (2000 words) – 60%

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.

Global Sports Business and Industry

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			

Description

This module provides an overview of the contemporary issues in the global sports business with the focus on the issues and new challenges within the changing and more complex global sports industry environment, covering such aspects as ethics and integrity, international sport business activities, and cross-cultural context of sport, and examines the role and impact of sport in various regions of the world. Upon completion of the module, students will demonstrate specialised knowledge of the global sports industry that includes reflecting on social and ethical responsibilities linked to execution of the sports management profession and will be able to professionally research global sports business and industry issues.

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

Assessment Methods

- Written Assignment (1000 words) – 40%
- Report (2000 words) – 60%

Competencies

- C1: Demonstrate the ability to respond to the fast-changing global sports industry environment by comprehensively interpreting and reacting to emerging cultural, economic, and political trends and phenomena affecting the industry;

- C5: Take responsibility for contributing to professional knowledge and practice of sports management by creating a research-based diagnosis to problems in the global sports industry and by integrating knowledge from new or interdisciplinary fields such as eSports, digitalisation, and globalisation studies;

- C4: Demonstrate autonomy in the direction of learning by conducting a professional research on global sports business and industry issues of personal interest;

- C2: Contribute to the management of projects within the global sports industry relying on theoretical approaches necessary for planning and decision-making in sport business, including aspects of ethics and governance that come into attention of sport managers at various levels of responsibility.

Sports Business Management and Strategy

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			
The module takes an in-depth examination of functional management and business practices within the contemporary environment of the multibillion-dollar sports industry. It also presents a comprehensive discussion of strategic management and its components as they apply to sports organisations. Upon completion of the module, students will demonstrate capability in using sport management knowledge and skills to manage people and projects efficiently within sports organisations and to develop competitive business strategies for a sports business.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Set Exercise/Case Study (1000 words) – 40%
- Report (2000 words) – 60%

Competencies

- C3: Manage people and projects in sports organisations and transform sports businesses contexts that are complex and unpredictable and require new strategic approaches;

- C7: Take responsibility for reviewing and creating guiding principles to help navigate functional and strategic business decisions in sports organisations;

- C4: Have the learning skills to allow continuation to specialise further in sport management and develop practical skills of strategic management applied within the sport business industry.

Sports Marketing, Promotion, and Event Management

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

Description		Hours of Total Learning for This Module/Unit			

Description	Hours of Total Learning for This Module/Unit
This module critically examines various techniques and strategies used in meeting the wants and needs of consumers in the sports industry and focuses on the uniqueness of sports marketing in comparison with traditional marketing and provides a comprehensive overview of marketing approaches and its applicability within various sports industry segments, including an in-depth study of sponsorship, media relations, and promotion within the sports industry. Students learn about sports marketing through a comprehensive examination of what it takes to produce a successful sport event and also learn about the necessary foundations of event management, including conceptualisation, staffing, budgeting, and managing sport events. Overall, this module provides students with the comprehensive and specialised knowledge and new developments in the field of sports marketing, promotion, and event management, and examines the influence they have in accomplishing business objectives for sports organisations.	<table><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> **Assessment Methods** • Set Exercise/Case Study (1200 words) – 50% • Written Assignment (1800 words) – 50%

Competencies

- C1: Demonstrate the ability to respond to marketing challenges within the sport industry;

- C7: Take responsibility for contributing to professional knowledge by developing marketing and promotion solutions in sports based on sports marketing principles;

- C2: Manage projects in the sports event industry demonstrating the ability to respond to complex and unpredictable situations;

- C4: Have the learning skills to allow continuation to study sport marketing and sport event management in a manner that may be largely self-directed or autonomous.

Tokenomics and Cryptocurrency Markets

Level: EQF Level 7 l ECTS: 6 l Type: Elective

Description	Hours of Total Learning for This Module/Unit			
This unit prepares students to professionally understand tokenomics and cryptocurrency markets. The new informal institutions of international algorithmic interaction are rapidly developing in the digital world; in this environment it is crucial to have a sound awareness of the economic entities' algorithmic relations and of the token value management process. The unit examines major aspects of tokenomics and the cryptocurrency markets, such as market infrastructure, token circulation, and cryptocurrency rating. Upon completion of the unit, students will be able to evaluate risks associated with using tokens and operating on cryptocurrency markets, and to conduct autonomous research about tokenomics and cryptocurrency markets using macroeconomic indicators or benchmarks.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Written Assignment (1000 words) – 40%
- Project Output (2000 words) – 60%

Competencies

- C5: Create a research-based diagnosis to the role of base accounting units (tokens) in business processes and to problems related to cryptocurrency markets operations by analysing the role of tokens in the business model through appraisal of the technological, legal and economic forces that affect business performance;

- C4: Demonstrate autonomy in the direction of learning by identifying the theoretical approaches and tools necessary for planning and decision-making in the context of economic tokenisation at micro and macro level;

- C2: Manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches by choosing the most effective ways to implement the token in business processes;

- C1: Demonstrate the ability to respond to the fast-changing business environment when working in complex and unpredictable situations related to cryptocurrency exchanges, decentralised exchange services and OTC exchanges.

Blockchain Technology and Platforms

Level: EQF Level 7 l ECTS: 6 l Type: Elective

Description	Hours of Total Learning for This Module/Unit			

Description

The unit introduces students to the main aspects of blockchain technology and practical implementation cases of different blockchain platforms. Students will gain an understanding about the way blockchain technology stores and processes information and will learn about distributed systems and the advantages of smart contracts. Blockchain technology can complement other breakthrough technologies and provide fundamentally new solutions in various business areas. Therefore, this unit covers the blockchain technology concepts that can bring significant change to business operation processes, increase the overall effectiveness, and help companies to succeed in the competitive business environment. Upon completion of the unit, students will be able to differentiate between different features and characteristics of blockchain technologies and platforms and take decisions associated with business processes transformation and innovation.

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

Assessment Methods

- Report (1800 words) – 60%
- Written Assignment (1200 words) – 40%

Competencies

- C5: Create a research-based diagnosis to problems associated with the implementation of blockchain technology by professionally reviewing and comparing different blockchain platforms and their technical characteristics;

- C7: Take responsibility for contributing to professional knowledge and practice by integrating knowledge about blockchain technology and by assessing how blockchain technology may complement other emerging technologies and provide solutions to different business matters;

- C2, C6: Manage blockchain technology projects and demonstrate the ability to respond to the fast-changing business environment by administering and evaluating the implementation of ongoing developments and applications of blockchain technology for gaining a competitive advantage in the turbulent business environment;

- C2, C6: Manage and transform contexts that are complex and unpredictable and require new strategic approaches by reviewing the theoretical approaches and tools necessary for blockchain technology implementation and by examining best practices related to blockchain platforms' use and application.

Business Models and Entrepreneurship in Blockchain

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

Description	Hours of Total Learning for This Module/Unit			
This unit develops skills and competencies to prepare business students to successfully use blockchain technology solutions in their professional or entrepreneurial career and reviews various blockchain business models and use cases taking into consideration the technological side, business model and financial plan, investment attraction strategy, and other elements. This unit provides students with the concepts necessary to individually succeed and be capable to develop blockchain business models that will help to increase productivity, efficiency and effectiveness of organisations. Upon completion of the unit, students will be able to analyse external and internal environment in terms of potential opportunities and threats for implementing blockchain projects and recognise entrepreneurial opportunities offered by blockchain technology.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Written Assignment (1200 words) – 40%
- Project Output (1800 words) – 60%

Competencies

- C7: Take responsibility for contributing to professional knowledge by identifying a specific need or problem in a particular industry or company that can potentially be solved by using blockchain technology and provide recommendations for implementing these solutions;

- C4: Has the learning skills to allow continuation to study in a self-directed manner business models based on blockchain technology and to synthesise business planning elements into a big strategy that facilitate achievement of organisational goals;

- C1: Demonstrate the ability to respond to the fast-changing business environment by recognising opportunity gaps in the blockchain business landscape.

Algorithmic Finance and Big Data

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

Description	Hours of Total Learning for This Module/Unit			
This unit develops skills and competencies to prepare business students to successfully use algorithmic finance and big data analytics solutions in their professional career in the field of finance and to operate on capital markets affected by continuous digital transformation and automation. The unit examines major aspects of algorithmic finance technology, such as smart contract, crypto trading bots, high-frequency trading signals (HFT) as well as the impact of big data analytics on finance operations and reviews various use cases for applying machine learning or artificial intelligence solutions in financial management. Upon completion of the unit, students will be able to adapt to the fast-changing capital markets environment by relying on algorithmic finance principles and big data analytics in navigating complex psychological trappings in market behaviour and making smarter financial decisions.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Project Output (2700 words) – 100%

Competencies

- C1: Demonstrate the ability to respond to the fast-changing capital markets environment affected by continuous digital transformation and automation;

- C5: Create a research-based diagnosis to problems in financial management by integrating knowledge from new fields such as blockchain, data science, artificial intelligence and machine learning and make judgements related to these fields with incomplete or limited information;

- C4: Demonstrate autonomy in the direction of learning of emerging technologies used on capital markets and a high level of understanding of learning processes;

- C2: Manage and transform work or study contexts that are complex and unpredictable that require new strategic approaches by using data analytics techniques, machine learning and artificial intelligence solutions for financial management.

FinTech in Traditional and Innovative Business Models

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

Description	Hours of Total Learning for This Module/Unit			

Description

In this unit students explore the challenges and opportunities created by FinTech for digital transformation in the traditional financial organizations as well as the emergence of new innovative business models in various areas of the financial industry and focus on how the technological advances in FinTech are enabling the financial sector innovations. Upon completion of this unit, students will demonstrate capability in using knowledge and skills of FinTech to master a new toolbox required to successfully compete in the financial industry and will be able to adapt to the fast-changing finance industry environment by reflecting on social implications caused by the spread of FinTech.

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

Assessment Methods

- Written Assignment (1500 words) – 50%
- Written Assignment (1500 words) – 50%

Competencies

- C1: Demonstrate the ability to respond to the fast-changing financial industry environment affected by continuous emergence and spread of FinTech innovations;

- C5: Create a research-based diagnosis to problems in financial management by integrating knowledge about FinTech solutions when developing new business models or upscaling existing business models in the financial industry;

- C4: Demonstrate autonomy in the direction of learning of emerging FinTech technologies and a high level of understanding of learning processes;

- C2: Manage and transform work or study contexts in business and finance that are complex and unpredictable and require new strategic approaches by integrating and using the most appropriate FinTech solutions suitable to solve a specific problem.

Blockchain and Crypto-Economy Regulation & Governance

Level: EQF Level 7 ׀ ECTS: 6 ׀ Type: Elective

Description	Hours of Total Learning for This Module/Unit			

Description
This unit provides students with the regulatory and governance frameworks associated with the emergence of blockchain, crypto-assets, distributed ledger technologies, and fintech. Students analyse and evaluate the development of government regulation and industry self-regulation along with practice standards and codes of conduct in the blockchain industry and in some specific contexts of the crypto-economy. Upon completion of the unit, students will have acquired the responsibility for contributing to professional practice while solving management issues associated with the use of blockchain technology by analysing, synthesising, and evaluating various blockchain and crypto-economy regulatory solutions.

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

Assessment Methods

- Written Assignment (1500 words) – 50%
- Project Output (1500 words) – 50%

Competencies

- C1, C2: Manage strategic blockchain projects and demonstrate the ability to respond to the fast-changing regulatory environment around blockchain industries globally by identifying global regulatory needs of different kinds and local approaches to global challenges within emerging xTech industries;

- C7: Take responsibility for contributing to professional practice while solving management issues associated with the use of blockchain technology and analysing, synthesising, and evaluating various blockchain and crypto-economy regulatory solutions;

- C5: Be accountable for integrating knowledge from different legal and technological areas, such as GDPR and cybersecurity in order to make judgements on potential performance of different current and future regulatory changes with incomplete or limited information.

Social Media Marketing

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

Description	Hours of Total Learning for This Module/Unit		
In this unit students will learn to develop social media plans and integrate digital media into overall marketing plans of organisations, to utilise new media technologies, to measure results of campaigns on social media, and to appraise the emerging trends in the area of digital media. Upon completion of the unit, students will be able to use various social media channels to publish and disseminate relevant branded content in order to engage audience and to increase social impact, influence, and value as well as to manage and transform digital contexts that are complex and unpredictable and require new strategic approaches by creating an integrated social media strategy using a variety of services, tools, and platforms to accomplish organisational objectives.	**Total Contact Hours** — 30 / **Self-Study Hours** — 81	**Supervised Placement and Practice Hours** — 9 / **Assessment Hours** — 30	

Total Contact Hours	30	Supervised Placement and Practice Hours	9
Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- E-Portfolio – 40%
- Project Output (2000 words) – 60%

Competencies

- C5: Create a research-based diagnosis to problems in marketing across social media by analysing digital audience behaviour and needs and by studying key characteristics of "connected consumers" from psychological and sociological perspectives;

- C2: Manage and transform digital contexts that are complex and unpredictable and require new strategic approaches by creating an integrated social media strategy using a variety of services, tools, and platforms to accomplish organisational objectives;

- C6, C7: Take responsibility for contributing to professional knowledge and practice by evaluating how to use various social media channels to publish and disseminate relevant branded content in order to engage audience and to increase social impact, influence, and value;

- C4: Has the learning skills to allow continuation to study various digital marketing domains in a manner that may be largely self-directed or autonomous.

Web and Mobile Marketing

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			

Description

This unit looks at the effective use of website and mobile marketing techniques to promote products and services on Internet, as well as at their growing role in marketing strategies of organisations, which has important implications for how consumers, channels and companies perform. Students will learn to set objectives, develop website and mobile marketing campaigns, measure campaigns results, utilise lead generation media technologies and appraise the macro-environmental issues affecting digital marketing developments, such as privacy and data protection issues. This unit also covers the use of digital marketing analytics tools that are used to gather data on website/mobile app efficiency, purchase behaviour, and digital consumers' attitudes. Upon completion of the unit, students will be able to critically judge the characteristics of different lead generation media and create web and mobile marketing campaigns with targeted objectives and outcome measurements.

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

Assessment Methods

- Project Output (in groups) – 50%
- Written Assignment (2000 words) – 50%

Competencies

- C7: Take responsibility for contributing to professional knowledge and practice by evaluating how to efficiently use various lead generation media and professional web and mobile marketing approaches to promote goods and services on Internet;

- C4: Has the learning skills to allow continuation to study various web and mobile marketing domains in a manner that may be largely self-directed or autonomous;

- C1, C2: Take responsibility for adapting the management of website and mobile marketing projects reflecting the dynamic nature of the digital environment and changing circumstances related to emerging techniques, technologies, and methodologies around SEM, SEO, ASO, and UX.

E-Commerce and Digital Customer Loyalty

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit
This unit looks at e-commerce as a source of innovation opportunities in relation with products, processes, customers, and omnichannel marketing strategies and presents e-commerce as a wider concept that includes activities that cover all e-commerce business processes from back-office to front-office incorporating the relationships between the organisation itself and its marketing, IT, and digital operations units and digital customers. The unit comprehensively reviews digital customer acquisition and retentions strategies and best practices in digital customer loyalty programmes' design. Upon completion of the unit, students will demonstrate capability in using knowledge and skills of e-commerce management to holistically manage different functional areas within an e-commerce business, starting from technology requirements and digital operations to designing e-commerce loyalty programmes and ensuring recurrent sales in digital environments.	(see tables below)

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

Assessment Methods

- Written Assignment (1000 words) – 40%
- Project Output (2000 words) – 60%

Competencies

- C5: Create a research-based diagnosis to problems in e-commerce management by integrating knowledge from new or interdisciplinary fields such as digital and automation marketing, operations, and strategic management, and make judgements on prospects of success of a particular e-commerce business with incomplete or limited information;

- C4: Has the learning skills to allow continuation to study various e-commerce management domains in a manner that may be largely self-directed or autonomous;

- C6, C7: Take responsibility for contributing to professional knowledge and practice by evaluating how to use various e-commerce management strategies in order to attract and retain digital customers and increase revenues of an e-commerce business.

Global Financial Markets and Instruments

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

Description	Hours of Total Learning for This Module/Unit			

Description

This unit looks at the competitive dynamics and performance of global financial markets and highlights the risks and opportunities of doing business in today's financial markets and the challenges presented by both regulators and market participants. Students learn about the role of financial markets in the global and local economy, in financing infrastructure development, large enterprises, and Small and Medium Enterprises (SMEs), and examine a wide range of financial instruments, their features and valuations. Upon completion of the unit, students will be able to use knowledge and skills of global financial markets to lead actions related to sourcing funding from the capital markets and/or engage with investment opportunities.

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

Assessment Methods

- Set Exercise/Case Study (1500 words) – 50%
- Set Exercise/Case Study (1500 words) – 50%

Competencies

- C6: Assess and evaluate problems associated with investment alternatives and risks of investing in different types of financial instruments;

- C1: Demonstrate the ability to respond to the fast-changing global financial markets environment by assessing performance of global financial markets in different economic and political contexts and on a global scale;

- C2: Take responsibility for leading projects associated with looking for financing opportunities on global financial markets;

- C1, C6: Implement an ability for managing investment risks and for adapting investment initiatives to changing circumstances on global capital markets.

Advanced Corporate Finance

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			
This unit aims at developing an understanding of the decisions financial managers/investment bankers face by considering corporate investment decisions (project valuation, mergers & acquisitions) and decisions that involve financing those investments, and focuses on the following areas: valuation, capital structure and financial policy, and key aspects of the M&A business process. Upon completion of the unit, students will be able to demonstrate capability in using knowledge and skills of financial valuation to apply corporate valuation techniques to identify estimated market values and intrinsic values of a firm, determine the appropriate/optimum capital structure of a firm given refinancing requirements, and evaluate several long-term financing alternatives with the purpose to justify choices for mergers and acquisitions.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Project Output (2000 words) – 60%
- Written Assignment (1000 words) – 40%

Competencies

- C2: Take responsibility for adapting the management of corporate finance projects to the dynamic nature of the business environment in which one operates;

- C5: Create a well-reasoned diagnosis to problems related with optimal corporate financial strategies and financial decisions that have a long-term impact;

- C4: Has the learning skills to allow continuation to study valuation, financial restructuring, or long-term financing/investment alternatives matters in a manner that may be largely self-directed or autonomous.

Asset Management and Alternative Investments

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			
This unit provides a comprehensive understanding of the issues that are relevant to the asset management industry, with special emphasis on measuring investment performance. The unit covers aspects related to mutual funds, hedge funds and exchange traded funds, introduces the latest developments in investment strategy, and provides knowledge on the principles of investment decisions under risk, and the optimal allocation among asset classes. Additionally, the unit reviews less traditional asset classes as an alternative to traditional assets and provides students with the solid background in commodities, hedge funds, private equity, and real estate.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Project Output (1500 words) – 50%
- Set Exercise/Case Study (1500 words) – 50%

Competencies

- C1, C2: Manage strategic asset management projects and demonstrate the ability to respond to the fast-changing business environment by matching goals, risk tolerance and other investor characteristics with an investment portfolio strategy and market and economic conditions;

- C7: Take responsibility for contributing to professional practice by planning modern portfolio management strategies and analysing, synthesising, and evaluating various financial scenarios;

- C5: Be accountable for integrating knowledge from different fields of finance and make judgements on potential performance of different asset classes with incomplete or limited information.

Financial Reporting and Analysis

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

Description	Hours of Total Learning for This Module/Unit			

Description

The unit prepares students to understand the business strategy and its financial implications by reviewing current practices in corporate financial reporting and fundamental issues relating to asset valuation and income determination. The unit provides students with a set of powerful analytical tools to understand the environment in which financial reporting choices are made, what the options are, how financial data are used for various types of decisions, and how to avoid misusing financial statements. Upon completion of the unit, students will be prepared to initiate strategic actions, grounded on financial information, and to lead an organisation into a new direction by interpreting financial disclosures with the purpose to help improve risk assessment, forecasting, and decision-making when being charged with monitoring or advising on corporate performance and the behaviour of management.

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

Assessment Methods

- Report (3000 words) – 100%

Competencies

- C5, C6: Create a research-based diagnosis to problems in financial reporting and analysis and make judgements on company's financial position and profitability with limited information;

- C2: Manage and transform approaches to financial reporting in an organisation by recognising financial disclosure as an important element in successful corporate governance;

- C1: Take responsibility for initiating strategic actions, grounded on financial information, and leading an organisation into a new direction;

- C4: Has the learning skills to allow continuation to study financial reporting and further professional qualifications in finance and accounting in a manner that may be largely self-directed or autonomous.

International Banking, Insurance, and Financial Services

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

Description	Hours of Total Learning for This Module/Unit			
This unit provides an overview of the international banking system, including such topics as: the role of the banks in the financial system, regulatory and policy aspects, financial services offered by banks, and analysis of bank performance. Additionally, the unit provides students with a thorough understanding of insurance activities, including optimal insurance contract design under information asymmetry and moral hazard. Upon completion of the unit, students will demonstrate specialised knowledge of international banking and insurance that include reflecting on social and ethical responsibilities linked to operations in the financial services industry.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Written Assignment (1800 words) – 50%
- Report (1200 words) – 50%

Competencies

- C2: Manage and transform work or study contexts in the financial services industry that are complex and unpredictable and require new strategic approaches considering the changing characteristics of the banking and insurance sectors;

- C5: Create a research-based diagnosis to problems in international banking and insurance by integrating knowledge from interdisciplinary fields such as finance and fintech;

- C4: Has the learning skills to allow continuation to study international banking and insurance in a manner that may be largely self-directed or autonomous;

- C6: Take responsibility for reviewing the performance of major financial organisations with the purpose to determine their financial health and prospects.

Talent Development and Management

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

Description	Hours of Total Learning for This Module/Unit			
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 though well-designed talent management approaches.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Report (2700 words) – 100%

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 Human Resource Management

Level: EQF Level 7 l ECTS: 6 l Type: Elective

Description	Hours of Total Learning for This Module/Unit				

<table>
<tr><td rowspan="4">

Description

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.

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Hours of Total Learning for This Module/Unit

</td></tr>
<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>
<tr><td colspan="4">

Assessment Methods

- Written Assignment (1200 words) – 40%
- Report (1800 words) – 60%

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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: Elective

Description		
This unit provides a comprehensive overview of diversity and inclusion (D&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 & 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.		

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

Assessment Methods

- Written Assignment (1200 words) – 40%
- Report (1800 words) – 60%

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.

Digital HR Tech and Tools

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			

Description

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.

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

Assessment Methods

- Poster – 30%
- Report (2000 words) – 70%

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.

International Perspectives on Employee Relations

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

Description	Hours of Total Learning for This Module/Unit			
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.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Written Assignment (1500 words) – 50%
- Written Assignment (1500 words) – 50%

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.

Business Intelligence in the Era of Big Data and AI

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description		
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.		

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

Assessment Methods

- Written Assignment (1000 words) –40%
- Report (2000 words) – 60%

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.

Digital Business Models for the New Economy

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			
In this unit, students will understand why digital business models are becoming the most competitive businesses due to their scalability, efficiency, and exponential growth in every industry worldwide. Upon completion of the unit students will demonstrate capability in using knowledge and skills of digital business models in different industries, and in applying organisational capabilities that are required to succeed in today's digital economy.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Written Assignment (1500 words) – 50%
- Written Assignment (1500 words) – 50%

Competencies

- C7: Take responsibility for contributing to professional knowledge by being a driver of adoption and implementation of digital business models in organisations;

- C4: Have the learning skills to allow continuation to study new technological trends in digital business models 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 digital strategy and digital business models insights for businesses.

International Business and Global Business Challenges

Level: EQF Level 7 I ECTS: 6 I Type: Elective

Description	Hours of Total Learning for This Module/Unit			

Description

This unit focuses on key global business environmental factors and issues that affect organisations that do business internationally. The aim of this unit is to provide students with the theoretical understanding of the relationship between two major themes in International Business: the existence of differences in national business systems, and the present-day character of processes of internationalisation and globalisation of economic and business activities. Upon completion of the unit students will have developed the ability to evaluate the impact of key business environmental factors on multinational organisations which will allow them to manage international business more effectively.

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

Assessment Methods

- Written Assignment (1500 words) – 50%
- Written Assignment (1500 words) – 50%

Competencies

- C1: Take responsibility for initiating strategic actions grounded on the global market opportunities assessment and for leading a multinational organisation into a new direction on the global business arena;

- C4: Have the learning skills to allow continuation to study main causes, forces and drivers of the processes of internationalisation and globalisation of economic and business activities and to evaluate their impact on a multinational organisation 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 knowledge and understanding of global markets and international business environment.

Digital Platforms and Ecosystems

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

Description	Hours of Total Learning for This Module/Unit			
This unit will equip students with a fundamental knowledge of how digital platforms and ecosystems are setting a new paradigm for value generation in the digital era. Students will understand why digital platforms are disrupting industries leveraging the power of network effects, the governance challenges around platforms, approaches to new Multi Sided Platform businesses, and the success factors for a platform strategy and ecosystems. Upon completion of the unit students will demonstrate capability in using knowledge and skills of digital platforms management and ecosystems, and in applying successful strategies when launching new Multi Sided Platform businesses.	Total Contact Hours	30	Supervised Placement and Practice Hours	9
	Self-Study Hours	81	Assessment Hours	30

Assessment Methods

- Written Assignment (1500 words) – 50%
- Written Assignment (1500 words) – 50%

Competencies

- C5: Take responsibility for conceptualising and implementing a Multi Sided Platform strategy in organisations;

- C1: Take responsibility for initiating strategic actions grounded on Multi Sided Platform roadmap and for leading an organisation into a new direction;

- C4: Have the learning skills to allow continuation to study new technological trends associated with digital platforms and to evaluate their impact in a manner that may be largely self-directed or autonomous;

- C2, C6: Manage and transform work or study contexts that are complex and unpredictable and require new strategic approaches by using digital platform strategic insights for businesses.