



Module 1: Marketing and the Business Environment (10 ECTS)

Competences:

- a) Critically analyse global economic trends, societal changes, technological advancements, and regulatory impacts on marketing strategies using interdisciplinary knowledge and managing uncertainties with limited information.
- b) Synthesise market research, consumer behaviour analytics, and competitive dynamics to propose a balanced marketing mix that aligns with organisational goals and meets consumer expectations.
- c) Formulate actions that enhance organisational performance and reputation, demonstrating strategic leadership and ethical considerations to increase stakeholder value.
- d) Design and implement CRM strategies that utilise data analytics, adapting to evolving customer expectations and leveraging digital innovations for enhanced engagement and satisfaction.

Knowledge:

- a) Comprehensively understand and articulate the marketing function, including its core principles and elements within the marketing concept.
- b) Develop a critical awareness of the essential components of a strategic marketing framework. Integrate knowledge from different fields to craft robust marketing strategies that align with business objectives and market dynamics.
- c) Conduct in-depth secondary market research, synthesising data from various sources to gain a comprehensive understanding of organisations, markets, and industries. Use this research to inform strategic decision-making and identify opportunities for market innovation.
- d) Formulate and recommend strategic marketing management actions based on advanced theoretical and practical knowledge. Ensure these actions are grounded in thorough market analysis and are designed to enhance organisational value both internally and externally.
- e) Comprehensively understand how to adapt marketing mix elements to different cultural, economic, and regulatory environments worldwide, ensuring that their marketing practices are culturally sensitive and compliant with international standards.

Skills:

- a) Analyse and synthesise the elements of the marketing mix and the role of different elements in achieving marketing objectives.
- b) Critically evaluate and analyse the principles of marketing.
- c) Critically analyse and appraise the impact of emerging issues on international marketing activities.
- d) Critically analyse the effectiveness of marketing mix and marketing communications mixes in context.

Module-Specific Learner Skills:

- a) Understanding consumer behaviour and market segmentation.
- b) Developing effective marketing strategies and plans.
- c) Using digital marketing tools and techniques.
- d) Analysing and interpreting market research data.



- e) Identifying and assessing new business opportunities.
- f) Planning and implementing effective marketing tactics.

Module-Specific Digital Skills and Competences:

- a) Ability to create and implement effective digital marketing strategies and plans.
- b) Ability to analyse and assess salient factors and trends in the global business environment.
- c) Understand and assess the importance of digital marketing in a data driven global environment.
- d) Critically evaluate the importance of social media platforms to organisations from a range of business backgrounds.

Module 2: Accounting and Managerial Finance (10 ECTS)

Competences:

- a) Synthesise key principles, trends, and tools in accounting and corporate finance by integrating advanced theoretical knowledge with current industry practices to understand and apply new insights and methodologies in finance.
- b) Apply effective approaches to the analysis of corporate finance structure and analysis of corporate financial statements by employing specialised financial tools and techniques to assess financial health and make strategic decisions based on comprehensive financial data.
- c) Ability to read, interpret, and analyse financial statements such as balance sheets, income statements, and cash flow statements by mastering the skills required to extract critical insights from financial reports to support business strategies, investment decisions, and performance evaluations.

Knowledge:

- a) Comprehensively understand and articulate the components and purposes of financial statements such as balance sheets, income statements, and cash flow statements. Utilise this knowledge to analyse an organisation's financial health and make strategic decisions.
- b) Define and apply budgets and financial forecasts to support informed decision-making. Use these tools to plan, control, and evaluate financial performance, ensuring alignment with organisational goals.
- c) Identify and utilise financial ratios and other analytical tools to evaluate a company's financial performance. Make informed investment decisions based on a thorough assessment of financial metrics and market conditions.
- d) Describe and apply cost accounting principles and techniques, including cost-volume-profit analysis and activity-based costing. Use these methods to optimise cost management and enhance operational efficiency.
- e) Understand and apply tax laws and regulations to prepare and file taxes for an organisation. Ensure compliance with legal requirements and optimise tax strategies to benefit the organisation.



- f) Identify and apply auditing principles, standards, and procedures to perform an audit of a company's financial statements. Ensure accuracy, reliability, and transparency in financial reporting.
- g) Describe and implement financial management principles and practices, including working capital management, capital budgeting, and investment decisions.
- h) Explain in great depth how global economic conditions, cross-border regulatory environments, and international market dynamics influence financial reporting and corporate financial strategies.
- i) Describe in detail financial statements of multinational corporations in accordance with international financial reporting standards (IFRS).

Skills:

- a) Utilise internal and external financial information to appraise business performance.
- b) Apply the understanding of auditing principles, standards and procedures and perform an audit of a company's financial statements.
- c) Apply the understanding of financial management principles and practices, including working capital management, capital budgeting and investment decisions.
- d) Demonstrate the ability of the understanding of risk management principles and practices, and identify, assess, and manage financial risks.
- e) Demonstrate the understanding of international financial markets and make cross-border financial decisions.

Judgment Skills and Critical Abilities

- a) Critically evaluate the benefits of various types of financing for different kinds of organisations.
- b) Analyse budgets and financial forecasts and use them to make informed decisions.
- c) Critically analyse financial ratios and other tools to evaluate a company's financial performance and make investment decisions.
- d) Critically evaluate cost accounting principles and techniques, including cost-volume-profit analysis and activity-based costing. e) Examine tax laws and regulations and prepare and file taxes for an organisation.

Module-Specific Learner Skills

- a) The ability to read, understand and critically evaluate financial statements, such as balance sheets, income statements, and cash flow statements.
- b) The ability to design, construct and critically assess budgets and financial forecasts and use them to make informed decisions.
- c) The ability to evaluate and critically analyse financial ratios and other tools to evaluate a company's financial performance and make investment decisions.
- d) The ability to understand and critically evaluate cost accounting principles and techniques, including cost-volume-profit analysis and activity-based costing.
- e) The ability to understand and critically evaluate tax laws and regulations, and prepare and file taxes for an organisation.
- f) The ability to understand and critically evaluate auditing principles, standards and procedures and perform an audit of a company's financial statements.
- g) The ability to understand and critically evaluate financial management principles and practices, including working capital management, capital budgeting and investment decisions.



Module-Specific Digital Skills and Competences

- a) The capacity to read, understand, and critically evaluate financial statements such as balance sheets, income statements, and cash flow statements; evaluate and critically analyse financial ratios and other tools to assess a company's financial performance; and understand and critically evaluate auditing principles, standards, and procedures to perform an audit of a company's financial statements.
- b) The ability to design, construct, and critically assess budgets and financial forecasts; use these tools to make informed financial decisions; and understand and critically evaluate financial management principles including working capital management, capital budgeting, and investment decisions.
- c) The skills to understand and critically evaluate cost accounting principles and techniques, including cost-volume-profit analysis and activity-based costing.

Module 3: Systems and Operations Management (10 ECTS)

Competences:

- a) Evaluate the relevance of the 'competitive advantage vs. necessary cost' debate by critically assessing how strategic cost management can be balanced with maintaining competitive advantage, integrating current market trends and economic theories.
- b) Understand the principles and concepts of systems and operations management, including the design and planning of systems and processes, by delving into advanced operational strategies and their practical applications in various business scenarios.
- c) Design and improve systems and processes to increase efficiency, reduce costs, and improve quality by applying innovative techniques and methodologies that streamline operations and enhance business outcomes.
- d) Manage and coordinate the resources needed for the operation of a system, including people, equipment, materials, and information, by mastering resource management techniques that optimise the allocation and utilisation of resources in production and service delivery.
- e) Use statistical tools and techniques to analyse and improve systems and processes by employing quantitative analysis and data-driven decision-making to identify inefficiencies and potential improvements in operational processes.
- f) Design, implement, and evaluate quality control systems to ensure compliance with industry standards and regulations by integrating quality management principles with regulatory requirements to maintain high standards of production and operation.

Knowledge:

- a) Define and articulate the principles and concepts of systems and operations management, including the design and planning of systems and processes. Utilise this understanding to create efficient and effective operational frameworks within organisations.
- b) Describe and implement strategies to design and improve systems and processes aimed at increasing efficiency, reducing costs, and enhancing quality.
- c) Apply innovative approaches to streamline operations and drive continuous improvement.
- d) Identify and coordinate the resources needed for the operation of a system, including people, equipment, materials, and information. Develop comprehensive plans to ensure optimal resource allocation and utilisation to support operational goals.





- e) Define and apply statistical tools and techniques to analyse and improve systems and processes. Use quantitative analysis to identify inefficiencies and opportunities for improvement, supporting data-driven decision-making.
- f) Identify, describe, and implement quality control systems to ensure compliance with industry standards and regulations. Evaluate and refine these systems to maintain high standards of quality and regulatory adherence in all operational activities.
- g) Evaluate and effectively apply operations and information systems management principles to enhance competitive advantage and operational efficiency in a global context.
- h) Explain with great depth how to navigate the complexities of multinational operations, cross-cultural management, and global ICT deployments to optimise organisational performance internationally.

Skills:

- a) Critically analyse the functionality of organisations from systems, information, and business process perspectives.
- b) Evaluate and synthesise complex IT related issues and the contribution of IT to systems and operations management.
- c) Apply the principles and concepts of systems and operations management to design and plan systems and processes.
- d) Practice designing and improving systems and processes to increase efficiency, reduce costs, and improve quality.
- e) Show the ability to manage and coordinate the resources needed for the operation of a system, including people, equipment, materials, and information.
- f) Demonstrate the use of statistical tools and techniques to analyse and improve systems and processes.
- g) Create and construct quality control systems to ensure compliance with industry standards and regulations and demonstrate the ability to evaluate them.

Judgment Skills and Critical Abilities:

- a) Critically appraise how operations and information systems contribute to an organisation's competitiveness and strategic direction.
- b) Evaluate the relevance of the 'competitive advantage versus necessary cost' debate.
- c) Combine and evaluate complex IT related issues. Assess the contribution of IT to systems and operations management.
- d) Establish and implement effective operational decisions, with particular reference to change management.
- e) Critically assess the functionality of organisations from systems, information, and business process perspectives.

Module-Specific Learner Skills:

- a) Design and plan systems and processes, considering factors such as cost, quality, and efficiency.
- b) Analyse and improve systems and processes using statistical tools and techniques.
- c) Manage resources, including people, equipment, materials, and information, in order to ensure the smooth operation of a system.
- d) Design, implement, and evaluate quality control systems to ensure compliance with industry standards and regulations.
- e) Use data and information to make informed decisions about the operation of a system.





Module-Specific Digital Skills and Competences:

- a) The ability to use software and technology to design, plan, and analyse systems and processes.
- b) The ability to use data organisation and analysis tools to understand and improve the performance of systems and processes.
- c) The ability to use project management software and tools to manage resources and track progress.
- d) The ability to use simulation software to model and test system designs and process improvements.
- e) The ability to use digital tools to monitor and control the performance of systems in real-time.
- f) The ability to use digital communication tools to collaborate and communicate with team members and other stakeholders.
- g) The ability to use software and technologies to support automation and organisation of processes.

Module 4: Strategic Management and Leadership (10 ECTS)

Competences:

- a) Carry out analysis of the internal and external environment of an organisation to identify opportunities and threats by employing advanced analytical tools and strategic frameworks to understand market dynamics, competitive landscapes, and internal capabilities.
- b) Develop and implement strategic plans including setting goals and objectives, formulating strategies, and allocating resources by designing comprehensive business strategies that align organisational goals with market opportunities and resource capabilities.
- c) Collaborate with various stakeholders for developing and implementing strategic plans by engaging and coordinating with internal and external parties to ensure the successful execution of strategies and achievement of organisational objectives.
- d) Lead and manage change within an organisation, including identifying and implementing strategies for organisational change, by driving transformation initiatives that respond to evolving market conditions and organisational needs.
- e) Manage the effect of organisational structures and cultures on strategic management processes by understanding and navigating the complexities of organisational behaviour and culture to optimise strategic alignment and operational efficiency.

Knowledge:

- a) Define and describe the key concepts and theories of strategic management and leadership, including mission, vision, and values, SWOT analysis, PESTEL, and Porter's Five Forces.
- b) Utilise these frameworks to guide strategic decision-making and leadership practices within organisations.
- c) Identify and apply tools and approaches for analysing the internal and external environment of an organisation to find strengths and weaknesses, opportunities, and threats.
- d) Conduct comprehensive environmental scans to inform strategic planning and competitive positioning.



- e) Understand and articulate the main elements of strategic plans, including setting goals and objectives, formulating strategies, and allocating resources.
- f) Develop strategic plans that align with organisational missions and drive long-term success.
- g) Juxtapose the concepts of intended vs. emergent strategies and identify the value of both in strategic management.
- h) Critically evaluate how planned and adaptive strategies can be integrated to enhance organisational agility and responsiveness.
- i) Understand and apply the main principles of leading and managing strategic change within organisations.
- j) Lead initiatives that drive transformation and innovation, ensuring effective implementation and stakeholder alignment.
- k) Label and match different leadership styles and discuss their relevance in different situations.
- l) Analyse the impact of various leadership approaches on organisational culture and performance, and apply the most suitable style to specific scenarios.
- m) Develop and implement strategies that are effective on a global scale.
- n) Evaluate in depth multicultural and diverse environments, adapting strategic concepts to local markets while aligning them with global corporate goals.
- o) Effectively navigate the complexities of the global business landscape and drive competitive advantage internationally.

Skills:

- a) Critically evaluate the role of understanding the external operational environment of an organisation in making strategic decisions.
- b) Apply and practice the concepts and theories of strategic management and leadership, including mission, vision, and values, SWOT analysis, PESTEL and Porter's Five Forces.
- c) Demonstrate the ability to analyse and evaluate the internal and external environment of an organisation and use the findings to plan and design strategies.
- d) Operate and assemble strategic plans, including setting goals and objectives, formulating strategies, and allocating resources.
- e) Show the ability to lead and manage change within an organisation, including planning and creating strategies for organisational change.
- f) Use and construct different leadership styles and apply them appropriately in different situations.

Judgment Skills and Critical Abilities:

- a) Critically analyse, differentiate and synthesise the roles of process and leadership in strategic management.
- b) Acquire the skill to critically analyse and evaluate the internal and external environment of an organisation and use the findings to make strategic decisions.
- c) Enhance the ability to critically evaluate the effectiveness of strategic plans and make necessary adjustments.
- d) Develop the ability to make critical judgments about the most appropriate strategies for leading and managing change within an organisation.
- e) Evaluate the suitability of different leadership styles in different situations and make critical decisions accordingly.
- f) Critically assess the effectiveness of different organisational structures and cultures and make necessary adjustments.



Module-Specific Learner Skills:

- a) Understand and apply the concepts and theories of strategic management and leadership in order to evaluate and make strategic decisions for an organisation.
- b) Develop the ability to analyse and evaluate the internal and external environment of an organisation and use the findings to plan and design strategies.
- c) Learn to lead and manage change within an organisation, including planning and creating strategies for organisational change.
- d) Acquire the skill to use different leadership styles and apply them appropriately in different situations.
- e) Understand and apply different organisational structures and cultures in strategic management and leadership.
- f) Develop the ability to make effective decisions and solve problems in a strategic context.

