



Bachelor of Science (BSc) (Honours) Business Administration (210 ECTS, MQF Level 6)

Year 1 (60 ECTS)

Organisational Behaviour (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Advise on the ethical implications of organisational decisions and behaviours, including issues of diversity, globalisation, and workplace culture.
- b) Develop strategies to ensure ethical practices in organisations and design remedies for ethical violations.
- c) Work effectively in teams, understanding group dynamics, individual roles, and the impact of leadership, communication, and decision-making.
- d) Apply organisational behaviour theories to analyse individual, group, and organisational challenges such as motivation, leadership, and conflict.
- e) Create strategies to promote positive organisational culture, addressing diversity, organisational change, and the influence of structure and culture on behaviour.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Evaluate key concepts in organisational behaviour, including motivation, leadership, and organisational culture, and their practical impact on management.
- b) Analyse diversity, equity, and inclusion's role in shaping culture, and assess strategies to promote inclusivity in organisations.
- c) Analyse psychological and employment contracts and argue their effects on employee engagement, performance, and conflict.





- d) Examine organisational structures and culture in local and global contexts and argue their influence on decision-making and performance.
- e) Assess the dynamics of organisational change and critically evaluate change management strategies and theories.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate the ability to apply organisational behaviour theories and models to real-world organisational challenges, identifying causes and suggesting appropriate solutions.
- b) Design tailored interventions for organisational problems, leveraging theoretical frameworks such as motivation, leadership, and group dynamics to enhance organisational effectiveness.
- c) Interpret and analyse organisational behaviour data, using tools and metrics to make informed decisions that improve employee performance and overall workplace outcomes.
- d) Utilise effective communication techniques to present organisational behaviour concepts clearly, in both written reports and oral presentations.
- e) Develop problem-solving strategies to address workplace conflicts and employee-related issues, applying knowledge of power, politics, and negotiation.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Design remedies for organisational issues by applying diverse theoretical perspectives, incorporating both classical and contemporary approaches to organisational behaviour.
- b) Enhance written and oral communication skills by participating in group discussions, delivering presentations, and submitting written assignments focused on organisational behaviour.
- c) Conduct comprehensive research on organisational behaviour, including data collection and analysis, to inform practical decision-making in real-world scenarios.
- d) Collaborate in group settings to analyse organisational behaviour cases, demonstrating an understanding of group dynamics, leadership styles, and communication processes.



- e) Develop strategies for managing organisational change, using insights from leadership, motivation, and cultural theories to promote employee engagement and organisational adaptation.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Demonstrate proficiency in digital communication tools such as emails, instant messaging, and video conferencing to facilitate effective workplace communication in both physical and virtual environments.
- b) Utilise online collaboration platforms to enhance teamwork and project management in virtual or hybrid work settings.
- c) Apply social media tools to understand and manage the impact of digital platforms on organisational and employee reputation.
- d) Develop awareness of digital ethics, privacy issues, and cybersecurity in organisational settings, ensuring compliance with current laws and standards.
- e) Analyse digital workplace data using relevant software tools to interpret trends in employee behaviour, productivity, and organisational performance.

Quantitative Methods (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Produce measures of central tendency and dispersion to summarise business data and understand patterns of variability.
- b) Create and interpret regression models to identify relationships between business variables and forecast future trends.
- c) Carry out assessments of statistical significance to support business decision-making using hypothesis testing and probability distributions.
- d) Develop time series analyses to forecast future business performance based on historical data and trends.
- e) Utilise linear programming methods to optimise resource allocation and support decision-making in business operations.



Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Critically evaluate statistical methods and their applications in analysing business and financial data, identifying their strengths and limitations.
- b) Analyse different data collection techniques and critically assess their appropriateness for measuring central tendency, dispersion, and other key business metrics.
- c) Evaluate the use of regression and correlation methods in predicting business trends, developing arguments on their effectiveness and limitations.
- d) Assess the applicability of probability distributions and hypothesis testing in business decision-making, forming critical arguments on their relevance in real-world contexts.
- e) Examine time series analysis and forecasting techniques, and critically argue their implications for strategic business planning and risk management.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply regression, correlation, and time series forecasting techniques to predict business-related inputs and develop data-driven solutions for planning.
- b) Use probability concepts and hypothesis testing to make informed decisions about single and two population variables in business contexts.
- c) Demonstrate the application of linear programming to solve business decision-making problems involving resource allocation and optimisation.
- d) Utilise central location and dispersion measures to summarise and interpret business data, ensuring accurate insights for decision-making.
- e) Apply sampling methods and hypothesis tests to draw conclusions from data, considering statistical significance and error margins in business decision contexts.



Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Ensure data quality and apply statistical techniques to draw reliable conclusions from sample data, including the use of significance levels and error margins.
- b) Use probability distributions to calculate and interpret likelihoods for business decision scenarios, enhancing risk management.
- c) Apply statistical tools to identify relationships between variables in business contexts and predict outcomes based on historical data.
- d) Develop and implement forecasting methods to predict market and business trends, using statistical models to support decision-making.
- e) Design and optimise investment portfolios using historical market data, identifying relationships between asset classes to achieve balanced risk and return.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Identify and access relevant online datasets, ensuring data relevance and accuracy for statistical analysis.
- b) Use statistical software and tools like Excel, R, or other platforms to perform automatic calculations and create data models.
- c) Present data results effectively using both numerical and graphical formats, including charts, tables, and visual data tools.
- d) Apply digital tools to run simulations and perform complex calculations, ensuring efficient handling of large datasets.
- e) Communicate statistical findings clearly to both technical and non-technical audiences, leveraging appropriate software and visualisation techniques.

Microeconomics (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Produce supply and demand diagrams for different market structures and explain their relevance to real-world business decisions.



- b) Carry out analysis of supply and demand changes across various market structures, guiding decision-making processes in business and policy contexts.
- c) Carry out analysis of elasticities of demand and supply, assessing their impact on pricing, revenue, and strategic business planning.
- d) Be responsible for analysing the impact of market structures (such as perfect competition, monopoly, and oligopoly) on business strategies and market outcomes.
- e) Guide decision-making on the effects of externalities and government interventions, ensuring business and policy strategies align with microeconomic principles.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Analyse fundamental microeconomic theories and evaluate their relevance in addressing current economic questions and policies.
- b) Examine and assess standard economic models, arguing their application and limitations in various market structures.
- c) Evaluate the effects of different market structures, such as competition and monopoly, on profitability and competition, and discuss implications for business strategy.
- d) Critically Analyse demand, supply, and market equilibrium, assessing how shifts influence pricing, production, and consumer behaviour.
- e) Assess externalities, information asymmetry, and market failures, and argue their influence on policy interventions and market efficiency.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply standard microeconomic models to address economic questions and inform policy decisions in real-world scenarios.
- b) Demonstrate how various market structures (e.g., perfect competition, monopoly, oligopoly) affect the level of competition and profitability in different industries.
- c) Use supply and demand elasticities to assess price sensitivity in specific markets and make business or policy decisions.



- d) Apply microeconomic principles such as utility, choice, and production cost to develop business strategies in a competitive environment.
- e) Utilise economic models to predict outcomes in markets influenced by risk, uncertainty, and asymmetric information.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Use microeconomic concepts such as supply and demand, market equilibrium, and elasticity to draw conclusions about market behaviours.
- b) Apply microeconomic theories (e.g., consumer choice, production and costs, market structures) to real-world scenarios and policy issues.
- c) Construct and communicate well-founded economic arguments, considering diverse perspectives and potential implications for businesses and policymakers.
- d) Demonstrate understanding of firm behaviour in different market structures, using profit maximisation models to guide decision-making.
- e) Apply game theory concepts to understand strategic interactions between firms, considering factors like pricing, competition, and market entry.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Create and interpret graphs and charts that visually represent key microeconomic concepts such as demand and supply curves, cost structures, and market equilibrium.
- b) Use digital tools and software to research current economic trends, collect data, and apply findings to practical scenarios.
- c) Communicate complex microeconomic concepts effectively using digital presentation tools and platforms.
- d) Utilise online economic data resources to support research and decision-making in microeconomic analysis.
- e) Present quantitative microeconomic data clearly, both numerically and graphically, using appropriate software and statistical tools.





Introduction to Marketing (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Produce outlines of marketing research to gather and analyse data for various business situations.
- b) Create a marketing strategy mix that reflects current business environments, incorporating elements such as the 4 P's, segmentation, targeting, and positioning.
- c) Develop a marketing evaluation plan to assess the effectiveness of marketing strategies and their impact on business goals.
- d) Manage consumer behaviour analysis to guide decisions in both B2B and B2C markets.
- e) Be responsible for developing market segmentation strategies to target specific customer groups effectively and maximise business impact.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Critically evaluate consumer behaviour and Analyse the factors influencing buying decisions, including cultural, social, and psychological factors.
- b) Analyse the interrelationship of the marketing mix elements and critically assess their role in supporting an organisation's marketing strategy.
- c) Evaluate different types of marketing processes (B2B, B2C, digital, and face-to-face) and their effectiveness in various contexts.
- d) Assess the ethical considerations and sustainability in marketing practices, developing arguments on their importance to modern business strategies.
- e) Critically Analyse the global marketing environment and its impact on marketing strategies, including market segmentation and targeting.

Skills

At the end of the module/unit the learner will have acquired the following skills:



- a) Use metrics and analytics to assess the effectiveness of marketing strategies and campaigns, making data-driven decisions to optimise future marketing efforts.
- b) Integrate communication tools such as advertising, public relations, sales promotion, and digital marketing to create cohesive marketing strategies across multiple channels.
- c) Apply segmentation, targeting, and positioning strategies to design marketing plans that address specific market segments effectively.
- d) Utilise the 4 Ps of marketing (Product, Price, Place, Promotion) to develop marketing strategies that meet customer needs and organisational goals.
- e) Implement techniques for measuring customer satisfaction and loyalty, using feedback to improve product offerings and marketing strategies.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Apply core marketing principles (e.g., segmentation, targeting, positioning, and the 4 Ps) to real-world business cases and marketing challenges.
- b) Use insights from consumer behaviour to develop marketing strategies that effectively address both B2C and B2B environments.
- c) Develop marketing plans that reflect an understanding of marketplace dynamics, customer needs, and competitive positioning.
- d) Explain how the elements of the marketing mix interrelate to support an organisation's overall marketing objectives and implement these elements in practical scenarios.
- e) Apply customer research tools to gather and interpret market data, using these insights to create customer-focused marketing strategies.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Utilise basic digital marketing principles such as social media marketing, SEO (Search Engine Optimisation), and email marketing to enhance online brand presence.
- b) Use analytics software to track and analyse market trends, sales data, and customer preferences, applying findings to adjust marketing strategies.





- c) Create and manage digital advertising campaigns, incorporating the principles of advertising, public relations, and direct marketing for maximum impact.
- d) Leverage digital platforms to communicate marketing messages effectively, including website content management systems, social media platforms, and email marketing tools.
- e) Apply digital marketing metrics (e.g., conversion rates, engagement, click-through rates) to evaluate the success of marketing campaigns and optimise performance.

Business Law (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Advise on the appropriate legal structure for different business types, considering their local and international operations and the associated legal implications.
- b) Manage legal risks in joint ventures, partnerships, and other business relationships, developing strategies to minimise potential legal liabilities.
- c) Ensure compliance with legal requirements for raising capital and financing businesses, including adherence to securities laws and regulations.
- d) Guide business decisions on contract law, employment law, and other legal frameworks that impact day-to-day business operations.
- e) Advise on legal dispute resolution strategies, including alternative dispute mechanisms, to minimise legal costs and manage conflicts effectively.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Critically assess the fundamentals of different legal systems, including common law and civil law, and evaluate their influence on business operations in both local and international contexts.
- b) Analyse legal aspects of business transactions, including contracts and trade agreements, and form arguments on their impact on business decision-making and strategy.



- c) Evaluate the legal frameworks governing different forms of business structures, including partnerships and joint ventures, and critically assess their implications for business operations.
- d) Examine the legal considerations surrounding raising capital, financing, and corporate regulation, and critically argue their role in business sustainability and growth.
- e) Critically assess the role of legal mechanisms, such as alternative dispute resolution and bankruptcy law, in managing business crises and ensuring continuity.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply fundamental legal principles to business scenarios, understanding how different legal systems influence business decisions locally and internationally.
- b) Use corporate governance principles in business contexts, addressing the roles and responsibilities of directors, shareholders, and corporate officers in decision-making processes.
- c) Develop strategies to address legal risks in business operations by applying legal principles to anticipate and mitigate potential issues.
- d) Demonstrate the ability to interpret contracts and assess the legal obligations of all parties involved in business transactions.
- e) Apply dispute resolution techniques to resolve legal conflicts in business, including the use of negotiation and alternative dispute resolution mechanisms.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Interpret and apply the fundamentals of the English legal system, focusing on contract law, tort law, and corporate law in business scenarios.
- b) Identify and mitigate legal risks within business operations, using legal principles to prevent potential liabilities.
- c) Apply principles of international business law to global business transactions, including the interpretation of treaties and international regulations.



- d) Use case studies to apply legal reasoning, demonstrating an understanding of legal precedents and their application to business problems.
- e) Apply corporate law principles to manage business structures such as partnerships, joint ventures, and limited liability companies

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Conduct legal research using digital tools, including online legal databases, to find relevant case law, statutes, and regulatory guidelines.
- b) Create and interpret digital documents that communicate legal concepts clearly, such as contracts, memos, and compliance reports.
- c) Use digital platforms to manage legal compliance within business operations, including online regulatory tools and corporate governance software.
- d) Present legal analysis using digital communication tools, ensuring clear and accessible presentations of legal issues to both technical and non-technical audiences.
- e) Leverage online dispute resolution tools to manage and resolve business disputes efficiently, utilising video conferencing and digital communication platforms.

Introduction to Finance (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Carry out project and investment evaluation using Net Present Value (NPV) and Internal Rate of Return (IRR) techniques to support financial decision-making.
- b) Produce assessments of risk and return in finance, analysing trade-offs to inform investment decisions.
- c) Develop portfolio diversification strategies using the Markowitz mean-variance approach to optimise investment performance.
- d) Guide financial decision-making by calculating future and present values of cash flows, ensuring accurate capital budgeting.



- e) Advise on valuation methods for bonds and shares, integrating financial models such as free cash flow and dividend valuation models.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Analyse key financial concepts such as firm objectives, the financial manager's role, and corporate governance, and evaluate their significance in financial decisions.
- b) Evaluate the roles of financial markets, intermediaries, and institutions within the financial system.
- c) Assess the application of future value, present value, perpetuities, and annuities in financial decisions, and argue their practical use in various contexts.
- d) Examine tools like NPV and IRR, and argue their effectiveness in evaluating investment profitability.
- e) Analyse the risk-return relationship, and assess how portfolio theory and CAPM optimise financial decision-making.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply project and investment evaluation techniques using Net Present Value (NPV) and Internal Rate of Return (IRR) to make informed financial decisions.
- b) Demonstrate an understanding of risk and return trade-offs, applying these concepts in investment decisions to manage portfolios effectively.
- c) Use the Markowitz mean-variance approach to construct efficient portfolios, balancing risk and return through diversification.
- d) Utilise the time value of money concepts such as present and future values, annuities, and compounding interest to support financial decision-making.
- e) Apply financial principles to assess the capital structure and cost of capital in evaluating investment and financing decisions.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to



- a) Apply the concept of time value of money to evaluate financial decisions involving present and future cash flows, annuities, and interest rates.
- b) Use investment evaluation techniques such as NPV, IRR, and payback period to compare and select investment opportunities.
- c) Construct and manage investment portfolios, incorporating asset allocation, diversification, and balancing risk and return.
- d) Understand how financial markets operate, including stock, bond, and commodities markets, and draw conclusions about market trends.
- e) Apply financial models to evaluate business performance, including bond and stock valuation and cost of capital calculations.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Use financial tools and software such as Excel to perform financial modelling, forecasting, and portfolio analysis.
- b) Monitor economic and market conditions using a wide array of online resources and financial databases, staying informed about current trends and developments.
- c) Create financial models for investment evaluation, incorporating tools for NPV, IRR, and risk assessment.
- d) Present financial data effectively, using digital tools to create visual representations such as charts and graphs for clear communication of complex information.
- e) Utilise online financial platforms to access and analyse real-time data on financial markets, supporting timely decision-making.



Year 2 (60 ECTS)

Information Management Systems (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Collaborate on or supervise the implementation of information systems strategies to support business objectives and enhance organisational performance.
- b) Ensure user experience (UX) principles are integrated into the design of information systems to create effective, user-friendly platforms.
- c) Stay updated on emerging technologies in information management systems and advise on their potential application within business environments.
- d) Guide businesses in using information systems to gain competitive advantages, focusing on improving efficiency and decision-making processes.
- e) Manage the deployment of enterprise and telecommunications systems within organisations, ensuring alignment with business needs and structural requirements.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Analyse core principles of information management systems and evaluate their impact on business performance and decision-making.
- b) Assess the role of networking and telecommunications systems in managing organisational information, and evaluate their importance in enhancing business processes.
- c) Examine the ethical and legal considerations of information systems, such as data privacy and intellectual property, and develop arguments on their implications for business strategies.
- d) Evaluate how information systems support businesses in achieving competitive advantages, and argue their role in innovation and efficiency.



- e) Critically assess the application of information management systems in e-commerce and enterprise systems, and Analyse their influence on modern business operations.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate proficiency in analysing, designing, and implementing information systems to support organisational needs and improve business operations.
- b) Apply principles of database design and management to develop and maintain organisational databases using various DBMS.
- c) Utilise information systems to optimise business processes, improving efficiency and decision-making through data integration.
- d) Apply fundamental cybersecurity principles to ensure the protection and integrity of organisational information assets.
- e) Develop strategies for integrating telecommunications and enterprise systems to enhance information flow within an organisation.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Apply business process analysis skills to optimise and streamline operations through the deployment of information systems.
- b) Design, develop, and manage databases using DBMS tools to store and retrieve business-critical data efficiently.
- c) Utilise information systems for competitive advantage, aligning technology with business goals to drive performance.
- d) Implement knowledge management systems to support decision-making and improve the use of organisational information.
- e) Apply systems thinking to integrate information systems with business functions, ensuring alignment with organisational objectives.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to



- a) Apply cloud computing principles to manage organisational data securely and accessibly in cloud environments.
- b) Use data analysis tools and software to generate reports and insights that inform business decisions.
- c) Design and manage databases using DBMS systems such as SQL, ensuring data integrity and accessibility.
- d) Leverage online collaboration platforms to improve workplace communication and enhance project management in digital environments.
- e) Apply digital security protocols to safeguard organisational data from cyber threats, ensuring compliance with digital ethics and privacy standards.

Human Resource Management (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Be responsible for human resource planning and conduct job analyses that align HR strategies with organisational goals, ensuring effective workforce management.
- b) Design training and development programmes to enhance employee skills and drive organisational performance, adapting to both local and global contexts.
- c) Assess performance management systems that link employee performance with organisational objectives, fostering continuous improvement and employee engagement.
- d) Guide legal and ethical HR practices in managing employee relations, ensuring compliance with regulations while promoting fairness and diversity in the workplace.
- e) Manage talent acquisition and retention strategies that align with organisational needs, ensuring the organisation remains competitive through effective workforce management.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:



- a) Evaluate the strategic role of HRM in aligning human resource practices with organisational goals to enhance competitive advantage.
- b) Analyse HR planning, talent acquisition, and retention, and argue their importance in sustaining organisational growth in dynamic environments.
- c) Examine HRM's role in facilitating change and assess strategies to manage resistance and foster adaptability.
- d) Assess legal and ethical frameworks in HRM, including labour relations, and evaluate their impact on business performance and employee relations.
- e) Evaluate performance management and labour relations in improving organisational effectiveness, and argue their impact on long-term business success.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply legal and ethical principles in managing human resources, ensuring compliance with labour laws and ethical standards across diverse cultural contexts.
- b) Demonstrate competence in managing labour relations, including negotiation, conflict resolution, and collective bargaining to maintain positive workplace environments.
- c) Develop strategies for managing HR operations across different cultural and international environments, considering the challenges of global workforce management.
- d) Utilise HR metrics and analytics to improve employee performance, engagement, and retention strategies within organisations.
- e) Implement recruitment and talent management practices, including talent acquisition, development, and retention, ensuring alignment with organisational goals.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Apply techniques to enhance employee engagement and motivation, considering the impact of organisational culture on employee behaviour and performance.



- b) Adapt HR practices to different cultural environments, drawing insights from HRM practices across countries and evaluating their implications for multinational organisations.
- c) Implement diversity and inclusion strategies to create an inclusive and productive workforce, leveraging the benefits of a diverse talent pool.
- d) Apply performance management techniques to support employee development and align individual goals with organisational objectives.
- e) Utilise HR planning tools to anticipate workforce needs and address challenges in talent acquisition and workforce management.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Utilise HR Information Systems (HRIS) to streamline HR functions, such as recruitment, payroll processing, benefits administration, and performance evaluation.
- b) Analyse HR data using digital tools, applying data analytics to assess workforce trends and make informed decisions on HR strategies.
- c) Apply digital platforms and tools to support virtual recruitment, employee training, and performance management in remote or hybrid working environments.
- d) Monitor the impact of technological advancements on HRM practices, including the adoption of AI and automation in HR processes.
- e) Design and manage digital learning and development programs to enhance employee skills and drive continuous professional development.

Statistics (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Carry out tabular and graphical methods to organise and summarise data, ensuring clarity in descriptive statistical analysis.
- b) Use numerical methods in descriptive statistics to provide insightful summaries of data distributions and variability.
- c) Advise on statistical inference methods and communicate their limitations when applying them to real-world data analysis.



- d) Guide the application of hypothesis testing techniques to assess statistical significance and support decision-making processes.
- e) Manage sampling and probability distributions to estimate population parameters and support statistical reasoning in business or research contexts.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Analyse the use of probability concepts such as stochastic independence and evaluate their application in real-world decisions.
- b) Examine and compare discrete and continuous probability distributions, assessing their appropriateness in various economic and financial contexts.
- c) Evaluate different sampling techniques, considering the strengths and limitations of each, and their impact on statistical inferences in market analysis.
- d) Analyse and interpret statistical reports, focusing on hypothesis testing methodologies and their implications in assessing market trends and financial risks.
- e) Evaluate the ethical implications of data collection, analysis, and reporting, with an emphasis on preventing misinterpretation and bias in financial market studies.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply tabular and graphical methods for descriptive statistics to organise and summarise data effectively.
- b) Apply numerical methods in descriptive statistics, such as measures of central tendency and variability.
- c) Apply regression models in appropriate manner on dataset in various business and financial settings.
- d) Apply methods of statistical inference in light of statistical significance and associated uncertainty.



Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Critically evaluate, critique and defend data quality, measurement errors and conclusions based on sample data.
- b) Calculate and critically interpret probability distributions and levels of statistical significance.
- c) Identify and critically evaluate relationships between variables.
- d) Develop forecasting methods for market and business purposes.
- e) Design and optimise portfolios using past market data and relationships between asset classes.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Identify and appraise datasets available online.
- b) Use statistical software and a wide array of automatic calculation tools.
- c) Communicate results both numerically and graphically

Financial Accounting (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Carry out an assessment of a company's financial health through analysis of financial statements, using key financial indicators and ratios to inform decision-making.
- b) Create financial reports that effectively communicate relevant financial information to different stakeholders, including investors, creditors, and management.
- c) Prepare financial statements in compliance with International Financial Reporting Standards (IFRS), ensuring accurate presentation of a company's financial position and performance.



- d) Analyse and interpret cash flows to assess a company's liquidity and long-term financial sustainability, supporting financial planning and investment decisions

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Evaluate the application of International Financial Reporting Standards (IFRS) and other key accounting concepts in the preparation of financial statements, with a focus on ensuring compliance and comparability.
- b) Analyse financial statements using both complete and incomplete data, demonstrating an understanding of the full accounting cycle and applying appropriate accounting conventions.
- c) Assess financial health using financial ratios and other key performance indicators, identifying strengths, weaknesses, and potential risks within a company's financial reports.
- d) Evaluate the impact of accounting choices on the representation of financial performance and position, discussing the implications for stakeholders and financial decision-making.
- e) Discuss and evaluate the ethical issues involved in financial reporting, with a particular focus on transparency, fairness, and the role of ethical guidelines in preventing financial misrepresentation

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Prepare financial statements such as the balance sheet and income statement for limited companies, ensuring compliance with International Financial Reporting Standards (IFRS).
- b) Analyse and interpret financial statements, using key ratios and metrics to evaluate the financial performance of a company.
- c) Record and report cash flows, demonstrating the ability to prepare cash flow statements and explain their impact on business decisions.
- d) Identify and solve discrepancies in financial reporting, ensuring the accuracy and compliance of financial data with accounting standards.
- e) Communicate financial information effectively, adapting reporting to meet the needs of different stakeholders, such as investors, managers, and regulatory authorities.



Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Analyse financial information to identify trends and draw insights into business performance, supporting decision-making processes.
- b) Prepare accurate and compliant financial reports, demonstrating proficiency in IFRS standards and other relevant accounting frameworks.
- c) Identify and resolve issues in financial reporting, such as inconsistencies or errors in data, ensuring the reliability of financial statements.
- d) Use ratio analysis to assess the profitability, liquidity, and solvency of businesses, comparing performance over time or against industry benchmarks.
- e) Communicate financial insights to a wide range of stakeholders, including investors and board members, ensuring clarity and accuracy in reporting.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Utilise digital tools such as spreadsheet software and financial analysis platforms to prepare and analyse financial statements efficiently.
- b) Apply automated financial reporting systems to enhance the accuracy and efficiency of financial report preparation.
- c) Generate data visualisations to represent financial performance and trends, improving the understanding of complex financial information.
- d) Use online financial databases to gather and analyse financial data, staying current with emerging trends in financial reporting and analysis.
- e) Leverage digital communication platforms to collaborate with stakeholders and deliver financial insights, ensuring timely and effective reporting.

Corporate Finance (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:



- a) Produce financial strategies and decisions in a corporate context, using real-world scenarios and case studies.
- b) Create strategic financial plans that align financial management with overall business strategy.
- c) Be responsible for making ethical financial decisions, recognising the impact on various stakeholders and adhering to legal and ethical standards.
- d) Guide investment decisions by applying tools like discounted cash flow models, capital budgeting techniques, and other investment analysis methods to evaluate business opportunities.
- e) Manage financing decisions, including capital structure and cost of capital, to balance risk and return in corporate finance strategies.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Evaluate the core principles of corporate finance and their relevance to different types of financial management decisions.
- b) Assess the strengths and limitations of traditional and discounted cash flow investment decision tools in making informed investment choices.
- c) Assess capital structure theories and argue their implications for corporate financing decisions in different business contexts.
- d) Evaluate the trade-offs between risk and return, and critically assess the calculation of cost of equity, cost of debt, and the weighted average cost of capital (WACC).
- e) Examine and critically assess working capital policies and cash flow management models, identifying their impact on corporate liquidity and financial health.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply discounted cash flow tools such as NPV and IRR to assess and make real-world investment decisions.
- b) Calculate and apply the cost of capital components, including the cost of equity, cost of debt, and the weighted average cost of capital (WACC), in corporate decision-making.
- c) Use financial principles to address corporate financial management problems, incorporating a problem-solving methodology.



- d) Analyse the trade-offs between risk and return when making financing decisions, applying core corporate finance concepts.
- e) Implement capital structure strategies to manage financing and investment decisions, considering long-term corporate goals.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Develop alternative financial strategies, using key corporate finance tools to support decision-making in investment and financing.
- b) Critically evaluate investment decision rules, comparing different methods such as NPV, IRR, and payback period to determine the most appropriate for various scenarios.
- c) Apply problem-solving techniques in the areas of capital structure, financing, and cost of capital calculations.
- d) Plan and assess financing options for organisational development, evaluating sources such as equity, debt, and retained earnings.
- e) Demonstrate skills in communication of organisational risks related to finance, ensuring sound decision-making under uncertainty.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Facilitate online communication and collaboration to support decision-making processes in corporate finance.
- b) Use digital financial tools to collect, analyse, and interpret corporate financial data for informed investment decisions.
- c) Create financial reports and presentations, using digital tools to effectively communicate results and insights from financial analysis.
- d) Apply digital tools to risk analysis, using software to identify, assess, and mitigate financial risks in corporate settings.
- e) Show respect to digital privacy and confidentiality of organisational data.





Operations Management (10 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Implement strategies and tools to reduce operational costs while maintaining quality, applying key operations management techniques.
- b) Monitor and manage risks in operations, ensuring continuity and resilience through effective risk mitigation.
- c) Develop sustainable operations practices, focusing on environmental and social responsibility in business activities.
- d) Guide the use of operations management tools to improve efficiency in manufacturing and services, optimising processes and reducing costs.
- e) Create value and competitive advantage through effective management of operations, focusing on customer satisfaction and innovation.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Understand and evaluate the principles and requirements of operations management in both service and manufacturing sectors.
- b) Analyse the input-transformation-output model and its application to various operational processes in achieving cost efficiency, quality, and innovation.
- c) Evaluate and apply the key tools and techniques used in operations management to address business challenges, including cost minimisation, quality control, and customer satisfaction.
- d) Assess the role of supply chain management in improving operational efficiency and creating competitive advantage within a global business environment.
- e) Understand and evaluate the impact of quantitative techniques on decision-making and operational performance in complex business environments.

Skills

At the end of the module/unit the learner will have acquired the following skills:



- a) Design strategies and tools to minimise operational costs while maintaining product and service quality in both manufacturing and service sectors.
- b) Apply quality management principles to operational processes, ensuring excellence in product and service delivery.
- c) Utilise operations management techniques to create value and enhance the competitive advantage of organisations.
- d) Implement lean management practices to improve efficiency, reduce waste, and enhance customer satisfaction.
- e) Apply project management techniques specific to operational projects, ensuring timely and cost-effective completion.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Innovate operational processes by applying new technologies and methodologies to improve efficiency and productivity.
- b) Design customer-focused operations strategies, enhancing customer satisfaction through effective operational management.
- c) Implement and manage supply chain strategies, ensuring alignment with overall business goals and competitive advantage.
- d) Apply risk management techniques to address potential disruptions in operations, maintaining business continuity.
- e) Use quantitative methods to optimise operational processes, supporting decision-making with data-driven insights.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Apply data analysis tools to monitor and optimise operational performance, ensuring continuous improvement in processes.
- b) Leverage technological advancements such as automation and AI to improve operational efficiency and process innovation.
- c) Utilise digital platforms for effective communication and collaboration in operational management, especially in global supply chains.
- d) Apply ERP (Enterprise Resource Planning) systems to manage and integrate core operational processes.
- e) Develop digital dashboards to visualise operational performance metrics, supporting informed decision-making and operational transparency.



Year 3 (60 ECTS)

International Marketing (20 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Manage marketing strategies tailored to diverse international markets, considering cultural, economic, and political factors.
- b) Develop and implement market entry strategies and adapt the marketing mix to suit different international markets.
- c) Advise on global market trends and provide insights into their impact on international marketing strategies.
- d) Guide the use of digital marketing tools for international campaigns, ensuring alignment with local market needs and global marketing trends.
- e) Be responsible for evaluating international marketing performance and making strategic adjustments based on market feedback and competitive analysis.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Evaluate the international marketing environment, including the influence of cultural, economic, political, and technological factors on marketing strategies.
- b) Analyse the process of internationalization and its impact on global marketing strategy development and execution.
- c) Understand and assess the role of digital and electronic marketing in international contexts, exploring business opportunities and challenges.
- d) Compare and contrast international market entry strategies, analysing the benefits and risks of different approaches.
- e) Analyse the international marketing mix, including product, price, promotion, and place, with attention to standardization and adaptation across markets.



Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate effective cross-cultural communication, essential for negotiating and marketing in diverse international markets.
- b) Conduct and analyse international market research, gaining insights into varied consumer behaviours and preferences.
- c) Design comprehensive international marketing strategies, adapting them to meet the needs of global markets.
- d) Apply digital marketing techniques to engage diverse global audiences, leveraging social media, SEO, and email marketing strategies.
- e) Develop solutions for real-world international marketing challenges, using data-driven approaches and cultural understanding.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Formulate effective entry strategies for selecting and penetrating international markets, based on strategic market analysis.
- b) Adapt the marketing mix (product, price, place, and promotion) to suit different international markets and consumer expectations.
- c) Solve international marketing problems, addressing specific challenges related to market entry, competition, and cultural differences.
- d) Evaluate and adjust international marketing campaigns, ensuring they are relevant to regional and national market contexts.
- e) Critically assess global trends and apply them to marketing practices, such as digital marketing, sustainability, and consumer trends.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Design and implement digital marketing strategies tailored to international audiences, including social media, SEO, and analytics.
- b) Use digital analytics tools to collect and interpret data, optimizing marketing decisions based on global consumer trends.
- c) Leverage social media platforms for effective global engagement, focusing on creating culturally relevant content.





- d) Apply data visualisation tools to present global marketing insights and support decision-making processes.
- e) Ensure data privacy and compliance, following international regulations and best practices in digital marketing.

Cross-Cultural Management & Contemporary Issues (20 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Manage and navigate sensitive issues in multicultural business environments, using cross-cultural frameworks to enhance interaction and collaboration.
- b) Adapt leadership styles and motivational techniques to suit diverse cultural contexts, fostering inclusivity and effective management practices.
- c) Mitigate conflicts and negotiate effectively across different cultural backgrounds, ensuring respect for cultural nuances in the process.
- d) Guide teams in managing cross-cultural challenges, ensuring effective communication and conflict resolution in international settings.
- e) Be responsible for promoting ethical and sustainable cross-cultural management practices, with a focus on respecting cultural diversity and fostering a collaborative environment.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Understand and evaluate how national and organisational cultural diversity impacts business operations and organisational performance.
- b) Assess various frameworks and models used in cross-cultural management, such as Hofstede's cultural dimensions and Trompenaars' Dimensions of Culture theory.
- c) Evaluate the role of cultural diversity in shaping communication, leadership styles, and motivational techniques in a global business environment.



- d) Analyse the ethical challenges in cross-cultural management, with attention to the importance of ethical conduct in international business settings.
- e) Examine and evaluate strategies for managing conflicts and negotiations across cultures, with a focus on communication vernaculars and leadership approaches

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Develop cross-cultural communication strategies, fostering mutual understanding and respect in diverse cultural environments.
- b) Demonstrate empathy and adaptability in working with individuals from various cultural backgrounds, promoting effective collaboration.
- c) Apply adaptive strategies in managing teams and projects across different cultural environments, ensuring organisational alignment with local customs and practices.
- d) Use conflict resolution techniques to address challenges arising from cultural differences in the workplace.
- e) Implement leadership strategies that are sensitive to cultural diversity, ensuring inclusive decision-making and team management.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Incorporate cultural awareness into business decision-making, ensuring alignment with the global business environment.
- b) Manage relationships with culturally diverse stakeholders, including suppliers, employees, and customers, to promote collaboration and efficiency.
- c) Utilise cultural diversity within teams to enhance creativity and problem-solving, drawing on different perspectives to find innovative solutions.
- d) Evaluate and integrate cross-cultural leadership styles, applying appropriate leadership techniques for different cultural settings.
- e) Design inclusive business strategies, ensuring that organisational practices reflect the value of cultural diversity and global collaboration.





Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Use digital communication tools to facilitate effective, culturally sensitive communication in global business environments.
- b) Implement digital collaboration platforms to support teamwork across different cultural contexts, enhancing productivity and project management.
- c) Leverage social media platforms to engage with global audiences, ensuring content and communication are culturally appropriate.
- d) Utilise digital analytics tools to monitor cultural trends and behaviours, improving decision-making in international business operations.
- e) Apply digital tools for conflict management, ensuring that disputes in cross-cultural teams are resolved efficiently and respectfully.

Research Methods (20 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Develop comprehensive research designs, incorporating appropriate philosophies, methodologies, and data analysis techniques to address complex research questions.
- b) Carry out data collection using techniques such as surveys, interviews, observations, and experiments, selecting the most appropriate method based on the research question.
- c) Analyse and transform data to draw meaningful insights, using both qualitative and quantitative methods, and ensure accuracy in research findings.
- d) Comply with ethical standards in research, including confidentiality, informed consent, and ensuring data integrity throughout the research process.
- e) Present research findings clearly and effectively in both written and oral formats, adapting to the needs of academic and non-academic audiences.



Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Understand and evaluate different research philosophies, including positivist, constructivist, and critical perspectives, and their implications for research design.
- b) Analyse the key components of research design, including the formulation of research questions and hypotheses, and assess their role in shaping the research process.
- c) Evaluate various research methodologies, including qualitative, quantitative, and mixed methods, and their suitability for different types of research questions.
- d) Understand the process of conducting a literature review, and assess methods for critically evaluating existing research, focusing on validity, reliability, and ethical considerations.
- e) Analyse data collection, transformation, and analysis techniques, and understand how to effectively present research findings while addressing ethical concerns.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Formulate clear and researchable questions and hypotheses that guide research studies, addressing practical and theoretical problems.
- b) Apply research methods to real-world scenarios, demonstrating the ability to conduct research that contributes to solving practical challenges.
- c) Utilise critical thinking skills to evaluate research findings and apply problem-solving techniques across various research contexts.
- d) Design research projects, integrating appropriate methodologies (qualitative, quantitative, or mixed methods) to address specific research questions.
- e) Interpret and present research findings in clear and coherent reports, ensuring that results contribute meaningfully to the field of study.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to



- a) Develop strong analytical and critical thinking abilities, enabling the evaluation of data and research results.
- b) Understand and apply different research designs, including selecting appropriate methods for specific research questions.
- c) Gain proficiency in data collection techniques, using both qualitative and quantitative methods to gather relevant information.
- d) Improve written and verbal communication skills through the effective presentation of research findings in reports and presentations.
- e) Manage time and plan projects effectively, ensuring research activities are completed efficiently and within set deadlines.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Utilise data management and analysis software, such as SPSS or Excel, to handle research data efficiently.
- b) Leverage digital tools for communication and collaboration, such as online platforms for virtual teamwork in research projects.
- c) Apply digital tools for presenting research findings, creating visual representations like charts, graphs, and slides for reports and presentations.
- d) Review literature using online databases, such as Google Scholar, JSTOR, and other academic resources, to gather relevant research materials.
- e) Understand cybersecurity and data privacy, ensuring the ethical handling of research data, including personal or sensitive information, in compliance with ethical standards.

Year 4 (30 ECTS)

Core: Project Management (15 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:



- a) Create and manage project schedules, using tools such as Gantt charts and critical path analysis to ensure effective project planning and timely completion.
- b) Develop comprehensive project plans, linking project tasks with budgets, timelines, and resources to align with organisational goals.
- c) Guide the execution of research projects, applying project management knowledge and skills to plan, monitor, and assess project progress.
- d) Be responsible for problem-solving in project management, addressing complex challenges related to resource allocation, risk, and stakeholder management.
- e) Evaluate project outcomes and create reports, documenting project progress, completion, and lessons learned for continuous improvement.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Understand and evaluate the fundamental concepts of project management, including the planning, sequencing, and organizing of project tasks and functions.
- b) Assess the process of linking project plans to project budgets, and Analyse the relationship between financial planning and resource allocation.
- c) Understand and evaluate the use of project management tools for scheduling and tracking progress, and assess their role in ensuring project efficiency.
- d) Assess and highlight limitations methods for reporting project progress and outcomes, including project completion and post-project evaluation.
- e) Evaluate and contrast the principles of resource allocation in project management, with attention to financial, human, and material resources.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Plan and manage a project by setting objectives, defining the scope, and developing a detailed project plan, including timelines and deliverables.
- b) Integrate project plans with budgets, demonstrating an understanding of financial aspects and effectively managing project costs.
- c) Monitor and report on project progress, preparing progress reports, managing stakeholder communication, and providing status updates.



- d) Identify and mitigate risks throughout the project lifecycle, ensuring successful project completion.
- e) Coordinate resources and teams, ensuring alignment with project objectives and efficient use of organisational resources.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to

- a) Create comprehensive project plans, defining scope, objectives, timelines, resources, and deliverables using project management tools.
- b) Develop strategies to mitigate project risks, including identifying potential issues and tracking them through digital tools.
- c) Ensure project deliverables meet required quality standards by monitoring progress and addressing quality control measures.
- d) Engage and manage stakeholders effectively, addressing their needs and expectations throughout the project lifecycle.
- e) Plan resource allocation, ensuring efficient use of personnel, budget, and materials for project success.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to

- a) Utilise project management software, such as Microsoft Project or similar tools, to plan, execute, and monitor project tasks and progress.
- b) Apply digital quality management tools to ensure project deliverables meet required standards and timelines.
- c) Use data analysis tools to generate reports, track project milestones, and analyse project performance.
- d) Communicate project updates using digital tools, ensuring timely reporting to stakeholders through collaborative platforms.
- e) Leverage digital tools for budgeting and cost management, including tracking expenses and managing financial aspects of the project.



Plus ONE module from the following:

Global Business Management (15 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Create strategic global business plans that integrate insights from multiple disciplines to solve international business challenges.
- b) Analyse global business strategies to assess their impact on financial performance and competitive positioning within international markets.
- c) Manage international business operations, including supply chain management, marketing, and HRM.
- d) Guide decision-making on market entry strategies, evaluating the risks and benefits of different entry modes such as joint ventures, direct investment, and licensing.
- e) Develop research projects that demonstrate understanding of global business management theories and their application to real-world scenarios.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Understand and evaluate the nature of international business, including the theories of international trade and investment, and the impact of cultural, political, and legal environments on global business operations.
- b) Assess the function and purpose of international financial markets, economic integration processes, and the dynamics of emerging markets.
- c) Understand and Analyse the strategies for international market entry, expansion, and business operations, including the management of logistics, supply chains, and human resources.
- d) Evaluate contemporary and emerging global business issues, such as globalisation trends, technological advancements, and the evolving global economic landscape.



- e) Understand and assess the role of corporate governance, ethics, and social responsibility in managing international business operations.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Implement global business strategies: Assess and apply international business strategies, including entry, expansion, planning, and control in a global context.
- b) Manage international operations: Plan and manage global marketing, logistics, and HR, considering governance, accounting, and taxation in different regions.
- c) Analyse global markets: Evaluate global trends, consumer behaviour, and economic indicators to identify business opportunities and risks.
- d) Adapt to cultural contexts: Adjust business strategies to succeed in diverse cultural, political, and economic environments.
- e) Make ethical decisions: Apply sustainability and corporate responsibility principles in global business strategies.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to:

- a) Create adaptable strategies: Develop business strategies that consider local regulations, market conditions, and cultural nuances.
- b) Respond to global trends: Analyse global market trends and recommend responses to business challenges.
- c) Manage international projects: Coordinate international projects, addressing time zone and remote management challenges.
- d) Engage with international stakeholders: Manage relationships with stakeholders, considering cultural diversity in communication.
- e) Leverage global advantages: Design strategies that leverage global supply chains, logistics, and human capital for competitive advantage.

Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to:



- a) Use digital tools: Utilise ERP, CRM, and business management platforms for global operations.
- b) Manage digital transformation: Apply digital transformation to improve global business efficiency.
- c) Analyse international data: Use digital tools to gather and analyse international business data.
- d) Ensure digital security: Implement digital security practices to comply with global data protection laws.

Governance and Ethics (15 ECTS)

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Understand professional responsibilities in the financial sector, including ethical standards, professional conduct, and accountability.
- b) Monitor and ensure corporate sustainability practices, focusing on ethical performance and corporate reporting related to environmental and social impact.
- c) Apply ethical decision-making models to various business scenarios, assessing their relevance and resolving ethical dilemmas.
- d) Analyse the role of corporate governance in fostering ethical behaviour, ensuring transparency, and balancing stakeholder interests.
- e) Guide businesses in integrating ethical frameworks into decision-making processes, promoting long-term value for all stakeholders.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Understand and evaluate issues in corporate governance, focusing on the roles and responsibilities of stakeholders and the application of governance frameworks.
- b) Assess the relationship between business and ethics, and evaluate how ethical principles can coexist with profit-making in corporate environments.
- c) Understand the principles of corporate social responsibility and Analyse their impact on business decision-making in a global context.



- d) Evaluate ethical frameworks and governance practices, and assess how they can be applied to resolve business dilemmas in real-world scenarios.
- e) Understand the role of sustainability and ethical reporting in corporate governance, with attention to long-term business responsibility and stakeholder engagement.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Apply ethical frameworks to business scenarios, integrating diverse perspectives in multicultural, multi-religious contexts.
- b) Develop practical models to ensure ethical decisions are made in business settings.
- c) Assess corporate governance practices, understanding their impact on stakeholder relationships and business operations.
- d) Integrate sustainability principles into ethical decision-making processes, ensuring responsible business practices.
- e) Apply governance and ethics principles in the development of a research project, showcasing practical application of the concepts.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to:

- a) Utilise diverse ethical frameworks in complex business situations, considering multicultural and global perspectives.
- b) Critically evaluate corporate governance structures, assessing their effectiveness in promoting ethical business conduct.
- c) Implement corporate responsibility practices to enhance business integrity and stakeholder trust.
- d) Incorporate ethical standards into sustainable business models, focusing on long-term business growth and environmental impact.
- e) Apply ethical reasoning to address ethical dilemmas and conflicts within business operations.



Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to:

- a) Use digital tools for monitoring and enforcing corporate governance and ethical standards.
- b) Apply ethical standards in digital data management, ensuring compliance with data protection and privacy regulations.
- c) Leverage digital platforms for transparent communication of corporate governance practices.
- d) Ensure ethical handling of digital assets, including cybersecurity measures and ethical digital asset management.
- e) Propose digital tools to track sustainability metrics, aligning business operations with ethical and governance goals.

Corporate Reporting

Competences

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Carry out critical analysis of published financial statements, understanding their implications for stakeholders and overall business performance.
- b) Interpret and present financial data effectively, evaluating the impact of various accounting choices and compliance with accounting standards.
- c) Ensure compliance with financial reporting disclosure requirements, focusing on clear and accurate communication of financial information to stakeholders.
- d) Prepare consolidated financial statements, applying accounting concepts related to business combinations and associated entities.

Knowledge

At the end of the module/unit the learner will have been exposed to the following:

- a) Understand and evaluate the principles and practices involved in business combinations, including the accounting concepts and guidance governing such activities.
- b) Analyse and assess the financial reporting standards related to the recognition, measurement, and disclosure of financial instruments.



- c) Understand and evaluate the process of preparing consolidated financial statements, with particular focus on the treatment of subsidiaries and associates.
- d) Assess the implications of financial reporting standards on the preparation and interpretation of corporate financial statements.
- e) Understand and Analyse the disclosure requirements for financial instruments and business combinations, focusing on their role in transparent corporate reporting.

Skills

At the end of the module/unit the learner will have acquired the following skills:

- a) Prepare consolidated financial statements at the acquisition date, applying the relevant principles and practices.
- b) Apply accounting for associates in consolidated financial statements, using the equity method of accounting.
- c) Analyse and interpret financial statements, including balance sheets, income statements, and cash flow statements, to provide insights into company performance.
- d) Utilise financial reporting standards in practical accounting scenarios, ensuring compliance with the required frameworks.
- e) Prepare and review financial statements in line with corporate reporting requirements.

Module-Specific Learner Skills

At the end of the module/unit the learner will be able to:

- a) Evaluate the business combination framework, applying it to published financial statements to understand its real-world application.
- b) Prepare detailed financial statements, including consolidated accounts, ensuring compliance with reporting standards.
- c) Interpret financial ratios, assessing what they reveal about a company's financial health and performance.
- d) Prepare management reports that provide actionable insights on business performance using financial data.
- e) Analyse trends and risks in financial data, identifying opportunities and potential financial anomalies.





Module-Specific Digital Skills and Competences

At the end of the module/unit, the learner will be able to:

- a) Present financial data using digital tools, making complex financial information accessible to various stakeholders.
- b) Utilise financial reporting software to prepare and manage financial statements, ensuring accuracy and compliance.
- c) Monitor digital trends and emerging technologies in corporate reporting, staying updated with innovations in financial reporting.
- d) Use data visualisation tools to present key financial metrics and performance indicators effectively.
- e) Explore digital tools to automate reporting processes, increasing efficiency in the preparation and analysis of financial statements.