



# Core Modules

## 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.

## 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.

## **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.



## 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.

## **Integrative Research and Consultancy Project (30 ECTS)**

### **Competences:**

- a) Design and execute a research or consultancy project from inception through to completion.
- b) Develop a comprehensive research proposal that addresses a relevant problem within their field of study.
- c) Navigate ethical considerations in research and consultancy, ensuring integrity and respect for participants and data.
- d) Apply critical thinking to evaluate existing literature and research findings within their discipline.
- e) Communicate research findings effectively, both in written and oral forms, to academic and professional audiences.
- f) Collaborate effectively with peers, academic advisors, and industry professionals to enhance the quality and impact of their research.

### **Competences For learners pursuing Quantitative Methods:**

- a) Develop and test hypotheses using appropriate statistical techniques.
- b) Design and implement surveys or experiments to collect numerical data relevant to their research questions.
- c) Analyse quantitative data using statistical software, interpreting the results to draw evidence-based conclusions.
- d) Understand and apply the principles of sampling theory to ensure the representativeness and reliability of data.
- e) Evaluate the validity and reliability of quantitative measures and the robustness of research findings.

### **Competences For learners pursuing Qualitative Methods:**

- a) Design and conduct qualitative research, including ethnographies, case studies, or grounded theory research, to explore complex phenomena within their field.
- b) Employ a range of data collection methods such as interviews, focus groups, and observations to gather in-depth insights.
- c) Analyse qualitative data through coding and thematic analysis to identify patterns, themes, and narratives.
- d) Assess the trustworthiness and credibility of qualitative research findings through rigorous methodological reflexivity.
- e) Utilise qualitative insights to develop a deep understanding of human behaviour, social processes, and organisational dynamics.



### **Knowledge:**

- a) Understand the fundamental principles of designing and executing both research and consultancy projects within a specific academic or industry context.
- b) Grasp the ethical standards and considerations that govern research and consultancy practices, ensuring responsible conduct and integrity.
- c) Demonstrate an in-depth knowledge of various research methodologies and how they apply to solving real-world problems.
- d) Critically evaluate and synthesise existing literature and research findings to identify gaps and opportunities for new research.
- e) Appreciate the importance of clear and effective communication in presenting research findings to both academic and professional audiences.
- f) Recognise the value of interdisciplinary approaches and collaborations in enhancing research quality and applicability.

### **Knowledge For learners specialising in Quantitative Methods:**

- a) Acquire a solid understanding of statistical concepts, including hypothesis testing, probability, and statistical significance.
- b) Gain proficiency in using statistical software for data analysis, enabling the translation of numerical data into actionable insights.
- c) Learn the principles of survey design and experimentation, including question design, sampling strategies, and data collection techniques.
- d) Understand the methodologies for analysing and interpreting quantitative data to support or refute hypotheses.
- e) Develop an awareness of the strengths and limitations of quantitative research in contributing to evidence-based conclusions.

### **Knowledge For learners specialising in Qualitative Methods:**

- a) Deepen their knowledge of qualitative research design, including case study, ethnography, and phenomenological approaches.
- b) Master various qualitative data collection methods, such as in-depth interviewing, participant observation, and focus groups.
- c) Learn techniques for analysing qualitative data, including coding, thematic analysis, and narrative construction.
- d) Understand how to ensure the credibility and trustworthiness of qualitative research findings through methodological rigor and reflexivity.
- e) Appreciate the depth and richness that qualitative research can bring to understanding complex social phenomena, behaviours, and experiences.

### **Skills:**

- a) Synthesise theory in a practical context to evidence knowledge, understanding and transferrable skills with regards to the taught components of their studies.
- b) Apply research methods and design.
- c) Demonstrate understanding of data analysis and interpretation.
- d) Show knowledge of industry-specific domain expertise.
- e) Prepare effective reports and presentations.
- f) Practice project management and engagement techniques.



### **Module-Specific Learner Skills:**

- a) Develop analytical and critical thinking skills to evaluate information, identify underlying assumptions, and construct well-reasoned arguments and solutions.
- b) Understand research methods and design, encompassing both qualitative and quantitative approaches, to appropriately frame research questions and choose suitable methodologies.
- c) Gain proficiency in data collection and analysis by mastering techniques for gathering, evaluating, and interpreting data, ensuring accuracy and relevance in research findings.
- d) Improve communication and report writing skills, enhancing the ability to articulate research objectives, methodologies, findings, and implications clearly and persuasively to diverse audiences.
- e) Practice effective time management and project planning, ensuring efficient progression from research conception to completion, while adhering to timelines and managing resources.
- f) Enhance engagement and negotiation skills, critical for facilitating data collection and other research-related interactions. This includes developing the ability to effectively communicate with potential data sources, negotiate access to information, and manage relationships with stakeholders throughout the research process.

### **Module-Specific Digital Skills and Competences:**

- a) Use data management and analysis using software.
- b) Use technology for communication and collaboration.
- c) Use presentation and visualisation skills using digital tools.
- d) Review literature using online resources.
- e) Understand cybersecurity, ethical considerations and data privacy.





# Elective Modules

## Advanced Corporate Reporting (10 ECTS)

### Competences:

- a) Implement the professional and ethical duties of the CFO/accountant by applying advanced ethical principles and practices to ensure integrity and transparency in financial reporting and compliance with regulatory requirements.
- b) Evaluate the financial reporting framework by critically assessing the suitability and effectiveness of current financial reporting standards (e.g., IFRS, GAAP) in reflecting the true financial position and performance of organisations, considering both domestic and international contexts.
- c) Analyse the impact of changes in accounting standards on financial reporting by examining how recent updates to accounting standards affect corporate reporting outcomes and stakeholder decision-making, providing insights into the strategic implications of these changes.
- d) Develop and recommend enhancements to financial reporting processes by identifying inefficiencies or gaps in existing reporting mechanisms and proposing innovative solutions to improve accuracy, efficiency, and comprehensiveness of financial information disclosed to stakeholders.

### Knowledge:

- a) Understand and articulate the concepts and principles of International Financial Reporting Standards (IFRS). Utilise this knowledge to ensure compliance and enhance the quality and comparability of financial reporting across international boundaries.
- b) Explain the different components of a comprehensive financial report, including balance sheets, income statements, and cash flow statements. Develop the ability to prepare and interpret these statements to accurately reflect the financial position and performance of an organisation.
- c) Identify and understand the roles of key stakeholders involved in financial reporting, including shareholders, regulators, and management. Analyse their interests and how financial reports meet their informational needs.
- d) Describe the purpose and importance of consolidated financial statements, including the consolidation process and the elimination of intra-group transactions. Ensure accurate representation of a group's financial status by mastering the techniques of consolidation and inter-company eliminations.
- e) Explain the role of financial statement analysis in evaluating a company's financial performance and position. Apply analytical techniques to assess financial health, identify trends, and inform strategic decision-making.

### Skills:

- a) Advise on and report the financial performance of entities.
- b) Demonstrate the application of International Financial Reporting Standards (IFRS) principles in financial reporting.



- c) Create comprehensive financial reports that include balance sheets, income statements, and cash flow statements.
- d) Evaluate the relevance of financial statements to key stakeholders, including shareholders, regulators, and management.
- e) Perform the necessary steps to consolidate financial statements and eliminate intra-group transactions.
- f) Analyse financial statements to determine a company's financial performance and position.
- g) Prepare the financial statements of groups of entities in accordance with relevant accounting standards and explain reporting issues relating to specialised entities.

#### **Judgment Skills and Critical Abilities:**

- a) Critically analyse the implications of changes in accounting regulations on financial reporting.
- b) Evaluate the financial performance and position of entities and current developments.
- c) Apply professional skepticism in evaluating the accuracy and reliability of financial information.
- d) Make informed decisions based on the analysis of financial statements and other relevant information.
- e) Examine ethical considerations and the impact of accounting policies on financial reporting.
- f) Identify and assess potential risks in financial reporting, such as fraud and mismanagement.
- g) Evaluate the effectiveness of internal controls and recommending improvements.
- h) Assess the quality of management's disclosures and the level of transparency in financial reporting.

#### **Module-Specific Learner Skills:**

- a) Analyse complex financial information and identify trends and patterns.
- b) Effectively communicate financial information and insights to stakeholders.
- c) Prepare accurate and compliant financial reports, including an understanding of IFRS standards.
- d) Identify and solve problems in financial reporting, such as discrepancies or irregularities.

#### **Module-Specific Digital Skills and Competences:**

- a) Use digital tools for financial reporting and analysis, such as spreadsheet software and financial analysis software.
- b) Understand the use of technology in the financial reporting process, such as XBRL and data analytics.
- c) Implement digital solutions for enhancing the efficiency and accuracy of financial reporting.
- d) Utilise digital platforms for communication and collaboration with stakeholders in financial reporting.
- e) Keep up-to-date with emerging technologies and digital innovations in the field of financial reporting.





- f) Protect sensitive financial information through digital security measures.

## Performance Management and Control (10 ECTS)

### Competences:

- a) Critically analyse and synthesise principles and trends in performance measurement and control by evaluating current methodologies and tools used in various industries to measure and control performance, identifying strengths and limitations in the context of evolving business demands.
- b) Design and implement effective performance management systems that align with organisational strategies and objectives, ensuring these systems are adaptable to changing business environments and capable of driving desired outcomes.
- c) Evaluate the effectiveness of performance management systems in achieving strategic goals by using advanced analytics to assess the correlation between performance metrics and business outcomes, recommending adjustments to enhance alignment and efficiency.
- d) Train and lead teams in the adoption and use of performance measurement tools by developing training programs and leading initiatives to ensure understanding and effective use of performance metrics across the organisation.

### Knowledge:

- a) Determine the different budgeting techniques and critically evaluate their use in short-term decision making. Apply these techniques to support strategic planning and operational efficiency within organisations.
- b) Understand the role and importance of performance management and control in organisations. Utilise this knowledge to implement systems that enhance organisational performance and align activities with strategic goals.
- c) Gain knowledge of performance measurement and management techniques, including Key Performance Indicators (KPIs) and balanced scorecards. Use these tools to track and improve organisational performance and achieve business objectives.
- d) Develop and implement performance management frameworks that integrate budgeting, performance measurement, and control systems.
- e) Ensure comprehensive and cohesive management practices that drive continuous improvement and strategic alignment.

### Skills:

- a) Analyse the current approach to performance measurement and control in global organisations and critically evaluate recommendations for improvement of current practices.
- b) Apply understanding of the role and importance of performance management and control in organisations.
- c) Demonstrate knowledge of performance measurement and management techniques, including Key Performance Indicators (KPIs) and balanced scorecards.





- d) Prepare familiarity with performance appraisal systems, including both traditional and modern methods, and their impact on employee motivation and performance.
- e) Create understanding of the relationship between performance management, financial control, and risk management in organisations.
- f) Apply knowledge of the different types of performance control systems, including budgeting, variance analysis, and performance reports, and how they are used to monitor and improve organisational performance.

#### **Judgment Skills and Critical Abilities:**

- a) Critically evaluate the application of performance criteria in both not and for profit and public sector organisations.
- b) Improve the ability to make informed decisions based on performance data and analysis.
- c) Critically evaluate performance data and identify areas for improvement.
- d) Able to identify and solve performance-related issues.

#### **Module-Specific Learner Skills:**

- a) Familiarity with performance appraisal systems, including both traditional and modern methods, and their impact on employee motivation and performance.
- b) Understanding of the relationship between performance management, financial control, and risk management in organisations.
- c) Knowledge of the different types of performance control systems: including budgeting, variance analysis, and performance reports, and how they are used to monitor and improve organisational performance.

#### **Module-Specific Digital Skills and Competences:**

- a) Analyse and interpret data and represent it in visual forms such as graphs, charts, and tables.
- b) Gain knowledge of project management methodologies, such as Agile or Scrum, and the ability to plan, execute, and monitor projects using digital tools.
- c) Understand how to identify, track, and measure performance metrics and KPIs to assess the success of a project or process.
- d) Identify, assess, and mitigate risks in digital projects and processes.
- e) Apply their knowledge of the principles of digital transformation in order to modernise and digitise business processes and systems.

## **Innovation and Product Development**

#### **Competences:**

- a) Guide the drive between innovation success and commercial success by developing strategies that link innovative ideas and processes with marketable products that meet consumer demands and achieve financial profitability.
- b) Monitor the commonality that may exist in innovation across industries by analysing trends and methods that are successful across different sectors to identify best practices and potential areas for cross-industry innovation.



- c) Develop and implement a framework for managing the innovation process from ideation to execution, ensuring that innovative ideas are effectively transformed into products or services through structured stages of development, evaluation, and refinement.
- d) Evaluate the impact of emerging technologies on product development by studying how technological advancements can be integrated into new product development to enhance innovation, efficiency, and market responsiveness.

#### **Knowledge:**

- a) Identify and apply techniques and tools to evaluate ideas for new product development. Use these tools to systematically assess the feasibility and potential success of innovative product ideas.
- b) Define and understand key concepts and definitions such as ideation, design thinking, and commercialisation. Utilise these concepts to guide the innovation process from idea generation to market launch.
- c) Describe and implement approaches and frameworks for innovation and product development.
- d) Employ structured methodologies to drive the development of new products, ensuring alignment with organisational goals and market needs.
- e) Identify the importance of innovation for organisational success and understand the various drivers and challenges of innovation and product development.
- f) Analyse how innovation contributes to competitive advantage and the factors that influence successful product development.
- g) Recall and analyse historical examples of successful and failed innovation and product development efforts. Learn from past experiences to inform future innovation strategies and avoid common pitfalls.
- h) Summarise key trends and challenges in innovation and product development, including the impact of emerging technologies.
- i) Stay informed about current developments and integrate emerging trends into the innovation process to maintain a competitive edge.

#### **Skills:**

- a) Analyse innovation challenges and proffering solutions based on analysis carried out.
- b) Apply the concepts, frameworks, and tools learned in the course to analyse real-world innovation and product development problems and develop solutions.
- c) Practice ideation and design thinking techniques to generate and evaluate new product ideas.
- d) Demonstrate effective communication and collaboration skills to bring innovative product ideas to market.
- e) Use design and prototyping tools to create mock-ups and prototypes of new products.
- f) Implement product development and commercialisation processes, including market research, product testing, and scaling.



### **Judgment Skills and Critical Abilities:**

- a) Critically evaluate commercial, social and political influences on innovation and the design process.
- b) Generate and evaluate new and innovative product ideas.
- c) Apply design thinking techniques to develop and refine product ideas.
- d) Use effective communication and collaboration skills to bring innovative product ideas to market.
- e) Analyse and solving complex innovation and product development problems.
- f) Adapt to changes in the market and technology landscape to stay ahead of the competition.

### **Module-Specific Learner Skills:**

- a) Conduct market research and customer analysis to inform product development decisions.
- b) Create mock-ups and prototypes of new products using design and prototyping tools.
- c) Work effectively with cross-functional teams to bring innovative product ideas to market.
- d) Write effective product development plans, proposals, and presentations.
- e) Make effective presentations to communicate product ideas to stakeholders.

### **Module-Specific Digital Skills and Competences:**

- a) Use digital tools to conduct market research and analyse customer data.
- b) Track and manage product development projects.
- c) Understand emerging technologies and their potential impact on innovation and product development.
- d) Effectively use digital communication and collaboration tools to work with cross-functional teams.

## **Strategic Technology Management (10 ECTS)**

### **Competences:**

- a) Contribute to the strategic planning process by providing input on technology management issues by analysing current technological trends and their potential impacts on organisational strategy, ensuring technology considerations are integrated into the overall business plan.
- b) Collaborate with representatives of various functions to enhance the value the organisation derives from strategic technology management by fostering cross-functional communication and coordination, ensuring that technological initiatives align with the objectives and operations of different departments.
- c) Manage the effect of culture and organisational characteristics on technology management by understanding and navigating the organisational culture, structure, and behaviour to effectively implement technology strategies that align with the company's values and goals.





- d) Monitor the organisation's external environment with regards to the evolution of strategic technology management by staying informed about technological advancements, industry trends, and competitor activities, and using this knowledge to adapt and refine the organisation's technology strategies.

### **Knowledge:**

- a) Understand the role and scope of strategic technology management. Utilise this knowledge to align technology initiatives with organisational goals and drive business success through effective technology management.
- b) Understand key concepts and definitions related to technology strategy and management, such as IT governance, innovation management, and digital transformation. Apply these concepts to develop comprehensive technology strategies that enhance organisational performance.
- c) Describe the various approaches, frameworks, and tools used in technology strategy formulation and implementation. Employ these methodologies to effectively plan and execute technology initiatives that support strategic objectives.
- d) Identify the role of technology in shaping an organisation's competitive advantage, as well as the key drivers and challenges of technology strategy. Analyse how technological advancements can be leveraged to gain a competitive edge and address challenges in strategy implementation.
- e) Recall the historical evolution of technology management and its impact on organisations and society. Understand the progression of technology management practices and their implications for modern business environments.
- f) Understand key trends, challenges, and opportunities in technology management, including the impact of emerging technologies like artificial intelligence and the Internet of Things. Stay informed about current developments and integrate emerging technologies into strategic planning to maintain competitiveness.
- g) Elaborate on the role of the Chief Information Officer (CIO) in strategic management processes. Recognise the strategic importance of the CIO in guiding technology decisions, managing IT resources, and contributing to overall business strategy.

### **Skills:**

- a) Prepare a strategic technology management plan for an organisation.
- b) Ability to use the concepts, frameworks, and tools learned in the course to analyse real-world technology management problems and develop effective solutions.
- c) Proficiency in developing technology strategies that align with an organisation's overall goals and objectives.
- d) Demonstrate the capability to communicate technology strategy effectively to stakeholders, including senior management, business units, and technical teams.
- e) Use of software, tools, and platforms used in technology strategy development and implementation.
- f) Implement technology strategies, including change management, project management, and risk management.
- g) Evaluate the role of strategic technology management across a range of organisations.



- h) Ability to analyse complex technology management problems and develop solutions.
- i) Develop technology strategies that align with an organisation's overall goals and objectives.

#### **Module-Specific Learner Skills:**

- a) Proficiently conduct research and synthesising information on technology management topics.
- b) Analyse and solve complex technology management problems.
- c) Develop critical thinking skills, including the ability to evaluate the strengths and weaknesses of different technology management approaches and tools.
- d) Make effective and engaging presentations on technology management topics.
- e) Write clear and concise technology management reports, documents, and presentations.

#### **Module-Specific Digital Skills and Competences:**

- a) Use software and tools used in technology strategy development and implementation.
- b) Understand emerging technologies, such as artificial intelligence and the Internet of Things, and their impact on technology management.
- c) Analyse data and use it to inform technology management decisions.

## **Cross-Cultural Management (10 ECTS)**

#### **Competences:**

- a) Critically evaluate the implications of culture and/or language differences in business communication.

#### **Knowledge:**

- a) Reflect on the concept of culture, approaches to the study of culture, and the relevance to the management of organisations.
- b) Define cultural intelligence and its importance in global business.
- c) Describe the dimensions of cultural differences, such as individualism vs collectivism, high-context vs low-context communication, and power distance.
- d) Understand and articulate the challenges and benefits of collaborating with individuals from diverse cultural backgrounds within the context of Education for Sustainable Development (ESD) and in alignment with the United Nations Sustainable Development Goals (UNSDGs), emphasising the significance of inclusivity, equity, and global partnership in achieving sustainable development.

#### **Skills:**

- a) Evaluate the main theoretical approaches to cross-cultural management.
- b) Reflect on the concept of culture and approaches to the study of culture, and the relevance to the management of organisations.



- c) Apply theory of cross-cultural management in analysing problems and issues of organisation and management in the context of cultural diversity.
- d) Apply cultural intelligence in global business settings.
- e) Practice adapting communication styles to effectively communicate with people from diverse cultural backgrounds.
- f) Demonstrate cultural sensitivity and awareness in cross-cultural interactions.

**Module-Specific Learner Skills:**

- a) Recall the steps for managing cultural differences, including developing cultural awareness, adapting communication styles, and building relationships.
- b) Define cross-cultural leadership, including the skills and competencies needed to lead and manage people from diverse cultures.

**Module-Specific Digital Skills and Competences:**

- a) Use digital tools for cross-cultural communication, such as video conferencing, online collaboration platforms, and instant messaging.
- b) Apply digital resources for cultural research and analysis, including online databases and cultural intelligence assessments.
- c) Demonstrate proficiency in using digital tools for cross-cultural team management, such as project management software and virtual team-building activities.
- d) Identify the role of digital technologies in managing cross-cultural diversity and inclusiveness in the workplace.
- e) Use digital platforms for cross-cultural training and development, including online courses and simulations.

## **Project Management and Leadership (10 ECTS)**

**Competences:**

- a) Analyse the project life cycle, and synthesise and critically evaluate alternative approaches to the management of projects.

**Knowledge:**

- a) Critically evaluate the criteria for measuring the performance of a given project.
- b) Define project management methodologies such as Agile, Waterfall, and Scrum.
- c) Describe the process of project planning, including defining objectives, setting timelines, and creating budgets.
- d) Identify key elements of project execution, including delegation, team management, and risk management.

**Skills:**

- a) Critically evaluate the relationship between project management techniques, leadership, project implementation, project planning processes and project management.



- b) Analyse contemporary project management practices and leadership styles in organisations and critically evaluate suggestions for improvement to these practices.
- c) Apply leadership and communication skills for managing teams and stakeholders.
- d) Practice problem-solving skills for identifying and addressing challenges in a project.
- e) Demonstrate time management and prioritisation skills for ensuring projects are completed on time and within budget.

#### **Module-Specific Learner Skills:**

- a) Recall techniques for project monitoring and control, including tracking progress, identifying potential problems, and implementing corrective actions.
- b) Define project closure, including evaluating project success, documenting lessons learned, and closing out project resources.

#### **Module-Specific Digital Skills and Competences:**

- a) Identify digital security and privacy protocols for protecting project information and data.
- b) Use project management software and tools, such as Asana, Trello, and Microsoft Project.
- c) Apply digital tools for creating and managing project schedules and budgets.
- d) Demonstrate proficiency in using digital communication tools for collaborating with remote teams and stakeholders.
- e) Use data analysis tools to track project performance and identify areas for improvement.

## **Customer Relationship Management (10 ECTS)**

#### **Competences:**

- a) Critically assess the main approaches to Customer Relationship Management by evaluating different CRM strategies and methodologies, understanding their strengths and weaknesses, and determining their applicability in various business contexts.
- b) Analyse current developments in CRM and evaluate their potential impact on the customer acquisition and retention strategies of a chosen organisation by examining emerging trends and technologies in CRM, such as AI, data analytics, and automation, and assessing how these advancements can enhance customer engagement and loyalty.
- c) Design and implement a comprehensive CRM strategy for an organisation by integrating best practices and innovative tools to create a CRM plan that addresses customer needs, improves customer satisfaction, and drives business growth.
- d) Evaluate the effectiveness of CRM initiatives through performance metrics and feedback mechanisms by establishing key performance indicators (KPIs) and using customer feedback to continuously refine and improve CRM processes and strategies.



### Knowledge:

- a) Critically define customer relationship management and its key concepts such as customer segmentation, customer journey mapping, and customer experience management. Apply these advanced concepts to develop sophisticated CRM strategies that drive enhanced customer interactions and business performance.
- b) Analyse and describe the customer relationship management process and its components, including customer data management, communication and engagement, and customer feedback analysis. Implement comprehensive CRM systems based on this knowledge to optimise customer relationships and organisational outcomes.
- c) Evaluate the benefits of effective customer relationship management, including increased customer loyalty and retention, improved customer satisfaction and advocacy, and enhanced overall business performance. Leverage these benefits to advocate for and execute advanced CRM practices within organisations.
- d) Critically examine real-life examples of successful and unsuccessful customer relationship management strategies. Utilise insights from these case studies to develop best practices and avoid common pitfalls in CRM implementation.
- e) Assess the impact of digital technologies on customer relationship management and how they are transforming the field. Integrate and leverage digital tools and technologies to innovate and elevate CRM processes, staying at the forefront of industry trends.

### Skills:

- a) Evaluate the current CRM best practices in a global organisation and identify and critically appraise suggestions for improvement of these practices.
- b) Apply the concepts and best practices of customer relationship management to design and implement effective strategies.
- c) Practice using customer relationship management software and tools to manage customer data, analyse customer behaviour, and organisational communication and engagement.
- d) Demonstrate proficiency in gathering and analysing customer feedback, both through digital channels and through in-person interaction.
- e) Use customer relationship management data and insights to inform decision making and drive continuous improvement.
- f) Practice communication and engagement skills to build and maintain positive customer relationships, including through social media and other digital channels.

### Judgment Skills and Critical Abilities:

- a) Critically assess the main approaches to Customer Relationship management.
- b) Identify and critically evaluate effective CRM strategies, tools and development approaches for Customer acquisition and retention in both B2B and B2C scenarios.
- c) Critically evaluate the relationship between effective tools and software their management and the performance of a customer driven enterprise.
- d) Evaluate the current CRM best practices in a global organisation and identify and critically appraise suggestions for improvement of these practices.
- e) Analyse current developments in CRM and evaluate their potential impact on the customer acquisition and retention strategies of a chosen organisation.



### Module-Specific Learner Skills:

- a) Analyse customer data and market insights.
- b) Plan, execute, and monitor customer relationship management initiatives.
- c) Data analysis skills: to analyse customer data, feedback, and behaviour to inform decision making.
- d) Develop effective solutions to customer relationship challenges and opportunities.
- e) Communicate customer relationship management insights and recommendations to stakeholders and decision makers.

### Module-Specific Digital Skills and Competences:

- a) Manage customer data and information in digital databases and systems.
- b) Analyse customer data and feedback and present insights in digital reports.
- c) Collaborate with stakeholders and team members through digital platforms, such as video conferencing and collaboration tools.
- d) Engage with customers through digital channels, such as social media, email, and mobile.
- e) Manage customer relationship management initiatives using digital tools and platforms.

## Strategic Sales Management (10 ECTS)

### Competences:

- a) Monitor the global sales environment and critically evaluate its impact on sales strategy for a given global organisation by analysing global market trends, competitive landscapes, and economic factors to inform and adapt the organisation's sales strategies accordingly.
- b) Develop and implement strategic sales plans that align with organisational goals by creating comprehensive sales strategies that incorporate market analysis, sales forecasting, and resource allocation to drive revenue growth and market expansion.
- c) Lead and manage a high-performance sales team by applying advanced leadership techniques, motivational strategies, and performance management practices to enhance team productivity and achieve sales targets.
- d) Utilise advanced sales analytics to inform decision-making by leveraging data analytics tools to analyse sales performance metrics, customer behaviours, and market trends, and using these insights to refine sales strategies and improve sales outcomes.

### Knowledge:

- a) Critically identify current strategic sales management practices in an organisation and formulate recommendations for improvement. Employ advanced analytical skills to assess and enhance sales strategies, driving organisational growth and competitiveness.





- b) Define sales management and critically evaluate its role in organisations. Understand the strategic significance of sales management in achieving organisational objectives and fostering long-term customer relationships.
- c) Analyse and describe the sales planning process, including market analysis, target market selection, and sales strategy development. Develop comprehensive sales plans that align with organisational goals and market opportunities, leveraging advanced planning methodologies.
- d) Identify and evaluate key sales processes such as prospecting, qualification, and closing. Apply these processes to optimise the sales pipeline, ensuring efficiency and effectiveness in achieving sales targets.
- e) Examine the importance of relationship building and customer service in sales management. Utilise relationship management strategies to enhance customer satisfaction and loyalty, contributing to sustained business success.
- f) Define sales metrics and critically assess their role in measuring sales performance and effectiveness. Implement advanced metrics to monitor and improve sales activities, providing data-driven insights for strategic decision-making.

**Skills:**

- a) Apply sales planning and strategy development techniques.
- b) Practice prospecting, qualification, and closing techniques.
- c) Demonstrate effective relationship building and customer service skills.
- d) Use data analysis and reporting to measure sales performance and effectiveness.
- e) Practice sales coaching and mentorship skills to develop and support sales teams.

**Judgment Skills and Critical Abilities:**

- a) Analyse market trends and data to inform sales strategy.
- b) Effectively communicate and negotiate with customers and stakeholders.
- c) Develop and maintain strong customer relationships.
- d) Effectively manage and lead sales teams.
- e) Continuously improve sales performance through data analysis and process improvement.

**Module-Specific Learner Skills:**

- a) Use critical thinking and problem-solving skills for making informed decisions in sales situations.
- b) Effectively communicate and use interpersonal skills for building and maintaining customer relationships.
- c) Apply time management and prioritisation skills for maximising sales productivity and results.
- d) Apply leadership and mentorship skills for developing and supporting sales teams.

**Module-Specific Digital Skills and Competences:**

- a) Critically identify and evaluate current strategic sales management practices, employing advanced analytical skills to assess and enhance sales strategies.
- b) Optimise key sales processes such as prospecting, qualification, and closing, ensuring these processes align with organisational goals and contribute effectively to the sales pipeline's efficiency.



- c) Utilise, and critically assess sales metrics, implementing advanced metrics to monitor and improve sales performance, thus providing data-driven insights for strategic decision-making.

## Digital Marketing Communications (10 ECTS)

### Competences:

- a) Design and propose detailed digital marketing plans that leverage the latest digital tools and platforms, incorporating artificial intelligence (AI) to enhance campaign effectiveness.
- b) Assess the potential of AI technologies within digital marketing efforts, understanding how to ethically and effectively integrate AI tools for personalised marketing, predictive analytics, and automated customer interactions.
- c) Evaluate the ethical considerations associated with digital marketing strategies, including data privacy, consent, and the responsible use of AI, ensuring adherence to legal standards and ethical norms.
- d) Master the skills needed to plan, execute, and manage digital marketing campaigns that incorporate AI technologies, understanding the technical requirements and strategic considerations for successful implementation.

### Knowledge:

- a) Identify and critically evaluate strategies, tools and development approaches for digital marketing.
- b) Define the basics of digital marketing and its difference from traditional marketing.
- c) Identify key elements of the global regulatory environment as it relates to digital marketing communications strategy development and implementation.
- d) Describe appropriate digital marketing tactics, such as SEO, PPC and email marketing.
- e) Elaborate on how burgeoning technologies, particularly in domains such as Artificial Intelligence (AI) and Virtual Reality (VR), are intricately shaping the paradigm of Digital Marketing Communications.

### Skills:

- a) Critically analyse and synthesise the current internet and digital marketing communications practices in global organisations and critically evaluate suggestions for improvement to these practices.

### Module-Specific Learner Skills:

- a) Describe strategies for reaching consumers using a range of channels, tools and devices.
- b) Recall how to measure and analyse the results of digital marketing campaigns using appropriate measurement tools.
- c) Define the process of developing and executing an outline of digital strategy.
- d) Identify ethical and legal considerations in digital marketing, including data privacy and copyright laws.





### Module-Specific Digital Skills and Competences:

- a) Apply knowledge of some of the tactical aspects of putting a digital strategy into practice, such as on-page and off page SEO.
- b) Develop the ability to create engaging augmented reality (AR) content for marketing purposes, leveraging AR tools and platforms to enhance consumer experiences and brand engagement.
- c) Acquire proficiency in utilising AI algorithms to analyse market trends, consumer behaviour, and competitor strategies, enabling informed decision-making in digital marketing campaigns.

## Global Marketing Management (10 ECTS)

### Competences:

- a) Critically evaluate the main approaches to global marketing and analyse the information required to establish and implement effective global marketing decisions, policies and strategies.
- b) Demonstrates the ability to evaluate and incorporate principles of inclusivity and diversity within international marketing strategies, recognising their significance in addressing diverse cultural, social, and demographic landscapes.

### Knowledge:

- a) Critically evaluate management problems in the area of global marketing, including market entry strategies and courses of action within the situation-dependent context.
- b) Understand the principles and strategies of marketing in a global context, including cultural differences, consumer behaviour, and market segmentation.
- c) Gain knowledge of how to develop and manage global brands, including market research, product positioning, and branding strategies.
- d) Understand different market entry strategies, such as exporting, licensing, franchising, and direct investment.
- e) Gain knowledge of the 4Ps of marketing (product, price, promotion, and place), and how to apply them in a global context.

### Skills:

- a) Critically evaluate the key marketing practices employed by global organisations in various contexts.
- b) Critically analyse a marketing plan and the range of skills required to design and implement the marketing plan for a global organisation.
- c) Apply the principles and strategies of marketing in a global context, including cultural differences, consumer behaviour, and market segmentation.
- d) Design and manage global brands, including conducting market research, positioning products, and constructing branding strategies.
- e) Demonstrate an understanding of different market entry strategies, such as exporting, licensing, franchising, and direct investment.





- f) Apply the 4Ps of marketing (product, price, promotion, and place) in a global context.
- g) Practice marketing communication to promote products and services globally, including advertising, public relations, and digital marketing.

#### **Module-Specific Learner Skills:**

- a) Understanding of the role of marketing communication in promoting products and services globally, including advertising, public relations, and digital marketing.
- b) Knowledge of the different marketing channels and distribution networks available for global marketing, including direct and indirect distribution.
- c) Understanding of the process of market research and analysis, including the use of secondary data sources and primary research methods.
- d) Knowledge of the principles of pricing, including pricing strategies for global markets and the impact of exchange rates and tariffs on pricing.
- e) Understanding of global trade regulations and ethical considerations in global marketing, including issues related to cultural sensitivity and intellectual property.
- f) Knowledge of the principles and practices of digital marketing, including search engine optimisation (SEO), social media marketing, and e-commerce.

#### **Module-Specific Digital Skills and Competences:**

- a) Understanding of how to develop and implement a digital marketing strategy in a global context, including market research, consumer behaviour analysis, and target audience identification.
- b) Knowledge of how to apply the 4Ps of marketing (product, price, promotion, and place) to digital channels and platforms, such as websites, social media, and e-commerce in a global context.
- c) Understanding of different digital advertising formats, such as display advertising, social media advertising, and search engine advertising, and how to plan and execute digital advertising campaigns in a global context.
- d) Knowledge of social media platforms and their use for marketing, including content creation, audience engagement, and analytics in a global context.

## **Advanced Corporate Finance (10 ECTS)**

#### **Competences:**

- a) Acquire skills in financial analysis and modeling.
- b) Apply the capital budgeting process to evaluate investment.
- c) Use various techniques for corporate valuation to determine the value of companies in different industries.
- d) Understand different methods for managing risk in corporate finance.

#### **Knowledge:**

- a) Describe thoroughly the principles and techniques of financial analysis and modeling that are applied critically in corporate finance.



- b) Understand comprehensively the capital budgeting process, including identifying investment opportunities, evaluating risk systematically, and determining financing strategies effectively.
- c) Define precisely various methods of corporate valuation, such as discounted cash flow analysis, multiples analysis, and option pricing models, emphasizing their practical applications.
- d) Explain clearly and critically key financial metrics used in corporate finance, such as net present value, internal rate of return, and weighted average cost of capital, with a focus on their strategic implications.
- e) List comprehensively and evaluate effectively different methods of risk management in corporate finance, such as hedging, insurance, and diversification.

#### **Skills:**

- a) Analyse financial statements and data to evaluate investment opportunities and make informed financial decisions.
- b) Negotiate financing terms and structures for various investment opportunities with lenders, investors, and other stakeholders.
- c) Practice financial modeling and forecasting techniques to create accurate financial projections and scenarios.
- d) Demonstrate an understanding of financial risk management techniques and apply them to minimise potential risks associated with different investment opportunities.
- e) Evaluate complex financial transactions such as mergers and acquisitions, and develop strategies to optimise value for stakeholders.

#### **Judgment Skills and Critical Abilities:**

- a) Analyse complex financial data, identify problems and opportunities, and develop creative solutions to address them.
- b) Evaluate different investment opportunities, identify potential risks, and develop strategies to mitigate them.
- c) Assess the impact of financial decisions on the overall corporate strategy and goals.
- d) Identify key financial metrics, and develop strategies to optimise financial results.

#### **Module-Specific Learner Skills:**

- a) Analyse financial statements, assess the financial health of a company, and evaluate investment.
- b) Create accurate financial models and forecasts, which can be used to evaluate investment opportunities and make informed financial decisions.
- c) Evaluate investment opportunities, assess risk, and determine the most appropriate financing structure.

#### **Module-Specific Digital Skills and Competences:**

- a) Use financial modelling software such as Excel, which is commonly used in corporate finance for financial analysis and forecasting.
- b) Use data visualisation tools such as Tableau or Power BI to create charts, graphs, and other visual representations of financial data.
- c) Use investment management software such as Bloomberg, which provides access to financial market data and investment research.



- d) Use online financial databases such as Thomson Reuters or Yahoo! Finance to access financial data, research reports, and news updates.

## **Mergers and Acquisitions & Private Equity (10 ECTS)**

### **Competences:**

- a) Identify and critically analyse the relative importance of different types of drivers of M&A and Private Equity.

### **Knowledge:**

- a) Identify critically the principles of value creation and assess thoroughly the success or failure of various M&A transactions and private equity investments.
- b) Understand comprehensively the different types of mergers and acquisitions and analyse their implications on businesses and industries.
- c) Understand clearly and critically the structure, investment strategies, and role of the private equity industry in M&A transactions.
- d) Gain familiarity systematically with the due diligence process, including key factors such as valuation and financing in M&A transactions.
- e) Understand analytically the legal and regulatory framework of M&A transactions, including antitrust laws and cross-border regulations.
- f) Gain knowledge effectively of the different sources of financing for M&A transactions, including debt and equity financing, and assess their impact on the financial structure of the acquiring company.

### **Skills:**

- a) Analyse the current M&A and Private Equity strategies of a selected global organisation and critically appraise suggestions for improvement of current practices.
- b) Analyse financial and market data to assess the viability of M&A transactions.
- c) Negotiate and structure M&A transactions, taking into account legal and regulatory requirements.

### **Judgment Skills and Critical Abilities:**

- a) Critically evaluate the relative importance of the key elements in successful M&A and Private Equity transactions.
- b) Perform critical analysis of comparative issues in M&A and Private Equity.
- c) Apply professional judgment in evaluating the risks and benefits of M&A transactions.
- d) Make informed decisions by considering the financial, legal, and regulatory implications of M&A transactions.
- e) Consider the long-term strategic objectives of businesses and industries in M&A transactions.
- f) Recognise the importance of ethics and compliance in M&A transactions, and considering their impact on stakeholders.
- g) Assess the market trends and potential risks and opportunities in M&A transactions.



- h) Evaluate the potential impact of M&A transactions on the financial and operational performance of the acquiring company.

**Module-Specific Learner Skills:**

- a) Create financial models to evaluate the financial impact of M&A transactions.
- b) Effectively communicate and present complex financial information related to M&A transactions to stakeholders.

**Module-Specific Digital Skills and Competences:**

- a) Utilise digital tools for financial analysis and modeling in M&A transactions.
- b) Understand the role of technology in the M&A process, such as digital platforms for due diligence and virtual data rooms.
- c) Implement digital solutions for efficient and secure communication and collaboration in M&A transactions.
- d) Stay up-to-date with emerging technologies and digital innovations in M&A and private equity.
- e) Use digital tools to monitor and analyse market trends and industry developments relevant to M&A transactions.
- f) Protect sensitive financial and strategic information through digital security measures during M&A transactions.

## Contemporary Issues in Oil, Gas and Energy (10 ECTS)

**Competences:**

- a) Critically develop and implement strategic initiatives for transitioning energy operations to low-carbon technologies, ensuring alignment with regulatory and sustainability goals.
- b) Proactively lead collaborative efforts to design policies and frameworks addressing the economic and environmental challenges of energy production.
- c) Meticulously oversee compliance with international energy governance standards and carbon management regulations.
- d) Systematically monitor and evaluate the adoption of renewable energy solutions within traditional energy systems to ensure operational efficiency and environmental responsibility.
- e) Expertly advise organisations on the integration of carbon finance mechanisms into broader energy strategies to support sustainable growth.

**Knowledge:**

- a) Critically identify global energy governance frameworks and comprehensively describe their role in shaping the oil, gas, and energy sectors.
- b) Precisely define the principles of carbon finance and expertly explain their application within organisational energy strategies.
- c) Accurately recall key mitigation and adaptation strategies for addressing climate change challenges in energy production and consumption.





- d) Thoroughly describe the impact of low-carbon technologies on energy production and their potential to transform the global energy landscape.
- e) Critically explain the economics of energy transitions and their implications for corporate and government strategies.

**Skills:**

- a) Expertly analyse strategies for integrating renewable energy solutions within traditional energy systems.
- b) Proficiently apply advanced carbon finance techniques to evaluate energy projects and promote sustainable investments.
- c) Demonstrate the ability to skillfully use advanced data analysis tools to assess the economic impact of energy policies and strategies.
- d) Systematically plan and execute low-carbon technology adoption strategies tailored to organisational needs.
- e) Accurately create comprehensive energy transition frameworks that align with both corporate goals and global sustainability objectives.

**Module-Specific Learner Skills:**

- a) Critically analyse and synthesize global energy policy frameworks to propose innovative strategies for energy governance and compliance.
- b) Develop comprehensive transition models for integrating renewable energy technologies within existing oil, gas, and energy systems.

**Module-Specific Digital Skills and Competences:**

- a) Utilise advanced energy modeling software to evaluate the environmental and economic impact of energy strategies.
- b) Apply AI and machine learning tools for predictive analysis of market trends and energy demand in the oil, gas, and energy sectors.

## **Carbon Management and Sustainable Development (10 ECTS)**

**Competences:**

- a) Effectively lead the development and implementation of comprehensive carbon management strategies within corporate and governmental frameworks.
- b) Critically monitor and evaluate carbon reduction initiatives to ensure their effectiveness and alignment with sustainability goals.
- c) Proactively supervise the integration of carbon auditing practices into organisational sustainability reporting systems.
- d) Expertly guide decision-making processes by providing in-depth insights on carbon offsetting mechanisms and their ethical implications.
- e) Strategically advise organisations on aligning carbon management practices with the United Nations Sustainable Development Goals (UNSDGs).





### **Knowledge:**

- a) Critically identify the key drivers of carbon emissions and expertly explain their implications for sustainability.
- b) Precisely define carbon footprinting and auditing methodologies and comprehensively describe their role in carbon management strategies.
- c) Accurately recall global emissions targets and reporting requirements and critically analyse their impact on policy and practice.
- d) Thoroughly describe the principles of carbon offsetting mechanisms and skillfully explain their application in achieving emissions reduction goals.
- e) Critically explain the role of carbon management in aligning with corporate sustainability objectives and global environmental standards.

### **Skills:**

- a) Expertly apply advanced carbon footprinting techniques to assess and mitigate organisational carbon emissions.
- b) Proactively develop robust carbon management frameworks to achieve measurable greenhouse gas reductions.
- c) Critically evaluate carbon offset projects to ensure ethical and practical alignment with sustainability goals.
- d) Systematically plan and execute sustainability initiatives that integrate carbon management with broader corporate objectives.
- e) Effectively create actionable sustainability reports that incorporate carbon management data and recommendations.

### **Module-Specific Learner Skills:**

- a) Evaluate and design carbon auditing frameworks to enhance organisational sustainability reporting and compliance.
- b) Integrate innovative carbon offset mechanisms into broader sustainability strategies to achieve measurable emission reductions.

### **Module-Specific Digital Skills and Competences:**

- a) Employ carbon management software to monitor, track, and report emissions data effectively.
- b) Leverage cloud-based tools to collaborate with stakeholders on implementing carbon reduction initiatives across global organisations.

## **Corporate Governance and Ethics (10 ECTS)**

### **Competences:**

- a) Demonstrate an understanding of the professional values and judgements made, using an ethical framework that is seen to be in the best interests of society and the profession, in compliance with relevant professional codes, laws, and regulations.



### Knowledge:

- a. Define clearly and critically governance and explain thoroughly its function in the effective management and control of organisations.
- b. Define comprehensively corporate governance and evaluate analytically its role in the strategic management of organisations.
- c. Describe thoroughly the principles and frameworks of ethical decision-making in business, emphasizing their practical application.
- d. Identify systematically the responsibilities of directors and officers in corporate governance, highlighting their impact on organisational effectiveness.
- e. Recall accurately the importance of transparency and accountability in corporate governance, analysing their contribution to organisational success.
- f. Define effectively the role of stakeholders in corporate governance, including shareholders, employees, customers, and society, and assess their influence on governance structures.

### Skills:

- a) Evaluate the role of the CFO/chief accountant in risk management and internal control, including review and compliance.
- b) Evaluate the legal framework for corporate governance and the ethical conduct of companies.
- c) Apply ethical decision-making techniques and frameworks in business scenarios.
- d) Practice effective communication and stakeholder engagement for promoting transparency and accountability.
- e) Demonstrate leadership and decision-making skills in promoting ethical and responsible corporate behaviour.
- f) Use conflict resolution and negotiation skills for addressing ethical and governance challenges in the workplace.
- g) Practice corporate social responsibility and sustainability practices for promoting the long-term success of organisations.

### Judgment Skills and Critical Abilities:

- a) Analyse the most important mechanisms related to good corporate governance and board effectiveness.
- b) Analyse ethical and governance issues and make informed decisions.
- c) Effectively communicate and promote ethical practices and principles.
- d) Lead and promote responsible corporate behaviour.
- e) Navigate and resolve ethical and governance challenges in the workplace.
- f) Understand and promote the role of stakeholders in corporate governance.

### Module-Specific Learner Skills:

- a) Critical thinking and problem-solving skills for making ethical decisions in complex business scenarios.
- b) Effective communication and interpersonal skills for promoting transparency and accountability.
- c) Leadership and decision-making skills for promoting ethical and responsible corporate behaviour.





- d) Awareness of corporate social responsibility and sustainability practices and their role in promoting long-term organisational success.
- e) Conflict resolution and negotiation skills for addressing ethical and governance challenges in the workplace.

#### **Module-Specific Digital Skills and Competences:**

- a) Understand technology-related ethical and governance challenges, such as data privacy and security.
- b) Use digital tools for promoting transparency and accountability, such as online reporting and stakeholder engagement platforms.
- c) Apply digital risk management practices and tools for identifying and addressing technology-related governance risks.
- d) Use of digital communication tools for promoting ethical and responsible corporate behavior, such as employee training and awareness programs.
- e) Understand digital privacy and security protocols for protecting sensitive information and data in accordance with ethical and governance standards.

## **Enterprise Risk Management (10 ECTS)**

#### **Competences:**

- a) Implement enterprise-wide risk management frameworks that integrate strategic objectives and risk mitigation measures.
- b) Critically oversee risk management goals and objectives to ensure alignment with organisational vision and operational excellence.
- c) Lead cross-functional teams in designing and executing risk management strategies that address industry-specific challenges and opportunities.
- d) Continuously evaluate risk management processes to adapt to changing business environments and emerging threats.
- e) Advise organisations on risk mitigation techniques that maximize value creation while ensuring compliance with regulatory requirements.

#### **Knowledge:**

- a) Critically identify key risk management frameworks and describe their role in enterprise-wide risk strategies.
- b) Precisely define the evolution of risk management and explain the importance of establishing a common language across the organisation.
- c) Thoroughly describe the infrastructure essentials required to design and implement robust risk management capabilities.
- d) Accurately recall the objectives of enterprise-wide risk management and analyse their implications for organisational success.
- e) Comprehensively explain the relationship between risk management and value creation and its strategic importance in competitive industries.



### Skills:

- a) Expertly apply risk assessment techniques to identify, evaluate, and prioritize risks at the enterprise level.
- b) Proactively design enterprise-wide risk management frameworks that align with organisational goals and objectives.
- c) Systematically implement strategies and measures to continuously improve risk management capabilities.
- d) Effectively construct risk management plans tailored to specific industry contexts, ensuring resilience and compliance.
- e) Critically evaluate risk strategies to identify opportunities for innovation and value creation within organisations.

### Module-Specific Learner Skills:

- a) Develop tailored risk management strategies to address unique challenges in diverse industry sectors.
- b) Analyse and refine enterprise risk mitigation techniques using advanced analytical tools and industry best practices.

### Module-Specific Digital Skills and Competences:

- a) Utilise enterprise risk management software to monitor, assess, and report on risk factors across organisational processes.
- b) Leverage digital platforms to collaborate and communicate risk management strategies with cross-functional teams and stakeholders.

## AI- Driven Data Visualisation and Strategic Communication (10 ECTS)

### Competences:

- a) Guide the integration of AI tools to create advanced data visualizations that support strategic decision-making.
- b) Supervise the design and implementation of dynamic visualization models that incorporate real-time data and machine learning insights.
- c) Critically evaluate AI-powered visualizations for statistical accuracy, ethical considerations, and relevance to organisational goals.
- d) Lead the development of impactful data narratives that translate complex insights into actionable strategies for stakeholders.
- e) Manage the publication and dissemination of AI-enhanced visualizations to ensure accessibility, clarity, and ethical compliance.

### Knowledge:

- a) Comprehensively define the role of AI in modern data visualization and its impact on deriving actionable insights.
- b) Critically describe AI-driven tools and techniques for automating data preparation and generating real-time visualizations.
- c) Precisely identify and analyse patterns, anomalies, and trends in datasets using machine learning algorithms.



- d) Thoroughly explain the ethical implications of AI-powered visualizations, including issues of bias and data transparency.
- e) Accurately recall and apply best practices in data storytelling to effectively communicate AI-driven insights to diverse audiences.

**Skills:**

- a) Skillfully apply AI algorithms to automate data cleaning, integration, and visualization workflows.
- b) Effectively design interactive and adaptive visualizations using advanced tools like Tableau, Power BI, and Python-based libraries.
- c) Proactively create predictive and prescriptive visualizations by integrating machine learning insights.
- d) Demonstrate the ability to construct AI-powered data stories that communicate insights clearly and persuasively.
- e) Utilise advanced AI-driven platforms to publish and share data visualizations across digital platforms.

**Module-Specific Learner Skills:**

- a) Develop AI-integrated visualizations that adapt to real-time datasets and evolving business requirements.
- b) Analyse and mitigate biases in AI-driven data visualizations, ensuring fairness and accuracy.

**Module-Specific Digital Skills and Competences:**

- a) Leverage advanced machine learning platforms for automating data preparation and visualization tasks.
- b) Utilise natural language processing (NLP) tools to enhance data narratives and automated reporting.

## **AI-Powered Predictive Analytics (10 ECTS)**

**Competences:**

- a) Lead the development and deployment of AI-powered predictive models to enhance strategic decision-making in organisations.
- b) Critically assess and validate predictive analytics processes to ensure accuracy, relevance, and alignment with organisational goals.
- c) Supervise the integration of AI algorithms into business workflows, addressing scalability and operational challenges.
- d) Oversee ethical considerations in predictive analytics, ensuring compliance with data privacy and transparency standards.
- e) Advise organisations on leveraging predictive analytics insights to capitalize on opportunities and mitigate risks in competitive markets.



### Knowledge:

- a) Comprehensively define the principles of predictive analytics and their application in AI-powered decision-making.
- b) Critically describe machine learning algorithms and predictive modeling techniques, including their strengths and limitations.
- c) Precisely identify and analyse trends and anomalies in datasets using AI-powered tools.
- d) Thoroughly explain the ethical and regulatory considerations in predictive analytics, including data privacy and bias mitigation.
- e) Accurately recall best practices for deploying predictive models and explain their role in driving organisational performance.

### Skills:

- a) Apply advanced machine learning algorithms to build and deploy predictive models for real-world applications.
- b) Skillfully design predictive workflows that incorporate AI tools to forecast trends and enable proactive decision-making.
- c) Effectively evaluate and validate the accuracy of predictive models, ensuring they meet performance benchmarks.
- d) Proactively create AI-powered predictive analytics solutions that align with organisational objectives and address industry-specific challenges.
- e) Demonstrate the ability to communicate predictive insights through dynamic visualizations and data narratives tailored to diverse audiences.

### Module-Specific Learner Skills:

- a) Develop predictive models using advanced AI frameworks such as TensorFlow, PyTorch, and Scikit-learn.
- b) Analyse and mitigate biases in predictive analytics workflows, ensuring fairness and reliability of outputs.

### Module-Specific Digital Skills and Competences:

- a) Utilise AI-powered predictive analytics platforms to automate data preparation, modeling, and validation tasks.
- b) Leverage cloud-based tools and platforms for scaling predictive analytics solutions in enterprise environments.

## Ethical AI and Responsible Computing (10 ECTS)

### Competences:

- a) Demonstrate the ability to assess and mitigate ethical risks in AI system design and implementation.
- b) Critically evaluate regulatory frameworks and compliance requirements for AI and computing technologies.
- c) Lead the development of policies and strategies for the responsible use of AI in diverse organisational contexts.



- d) Advocate for ethical practices and transparency in AI and computing, ensuring alignment with societal expectations.
- e) Provide expert guidance on balancing innovation with accountability in AI system deployment.

**Knowledge:**

- a) Comprehensively describe the principles of ethical AI and responsible computing.
- b) Critically identify and analyse the societal implications of AI systems in various industries.
- c) Define and evaluate frameworks for ensuring transparency, accountability, and fairness in AI development.
- d) Explain the ethical considerations in designing algorithms and computing systems, including data privacy and security.
- e) Recall and apply global regulations and standards for ethical AI practices.

**Skills:**

- a) Apply ethical frameworks to evaluate AI technologies and decision-making processes.
- b) Effectively design AI solutions that prioritize fairness, equity, and inclusivity.
- c) Demonstrate the ability to communicate ethical considerations to diverse stakeholders.
- d) Create compliance strategies for AI implementations aligned with global and regional regulations.
- e) Plan and execute risk assessments for AI technologies, ensuring responsible deployment.

**Module-Specific Learner Skills:**

- a) Develop frameworks for ethical AI policy-making within organisational and societal contexts.
- b) Conduct stakeholder engagement to address ethical concerns in AI system deployment.

**Module-Specific Digital Skills and Competences:**

- a) Utilise AI auditing tools to evaluate the ethical performance of algorithms.
- b) Develop models that integrate ethical guidelines and comply with AI regulatory standards.

## **Machine Learning and Deep Learning Applications (10 ECTS)**

**Competences:**

- a) Demonstrate expertise in designing and deploying machine learning and deep learning models.
- b) Critically evaluate the performance and scalability of ML and DL models in real-world applications.



- c) Lead cross-functional teams in implementing ML and DL solutions for complex business problems.
- d) Analyse the limitations and challenges of ML and DL technologies, providing innovative solutions.
- e) Integrate ML and DL capabilities into organisational strategies for competitive advantage.

#### **Knowledge:**

- a) Comprehensively describe advanced ML and DL concepts, frameworks, and architectures.
- b) Critically analyse the use of ML and DL in applications such as natural language processing and computer vision.
- c) Define the steps for developing and training ML and DL models using industry-standard frameworks.
- d) Evaluate the ethical and operational considerations in deploying ML and DL systems.
- e) Recall and apply techniques for optimizing the performance and accuracy of ML and DL models.

#### **Skills:**

- a) Skillfully design and deploy ML and DL models using frameworks like TensorFlow, PyTorch, and Scikit-learn.
- b) Effectively implement real-world ML and DL applications, such as recommendation systems and fraud detection.
- c) Demonstrate proficiency in training and validating ML and DL models for large-scale datasets.
- d) Analyse and interpret results from ML and DL systems to inform business strategies.
- e) Create scalable ML and DL solutions that address organisational challenges and foster innovation.

#### **Module-Specific Learner Skills:**

- a) Create scalable ML pipelines for operational deployment in organisational settings.
- b) Design models that balance computational efficiency with accuracy in real-world applications.

#### **Module-Specific Digital Skills and Competences:**

- a) Utilise advanced ML libraries and tools to optimize model performance.
- b) Implement automated ML workflows for continuous deployment and monitoring of DL systems.