



# Study World Global College Malta

Executive MBA

Overall Course Description	
<b>Mode of Delivery</b>	Fully Face-to-Face Learning
<b>Title of the Qualification / Award</b>	<p>Global College Malta Masters award</p> <p>Depending upon the pathway and modules followed, the following exit awards are available:</p> <ul style="list-style-type: none"> <li>• Master of Business Administration (MBA)</li> <li>• Master of Business Administration (Logistics and Supply Chain Management) (MBA (Logistics and Supply Chain Management))</li> <li>• Master of Science in Leadership and Change Management (MSc Leadership and Change Management)</li> <li>• Master of Science in Management (MSc Management)</li> <li>• Master of Science in Management with Human Resources (MSc Management with Human Resources)</li> <li>• Master of Science in Marketing Management (MSc Marketing Management)</li> <li>• Master of Science in Tourism and Events Management (MSc Tourism and Events Management)</li> <li>• Master of Science in Health and Social Care Management (MSc Health and Social Care Management)</li> <li>• Executive Master of Business Administration (EMBA)</li> </ul>
<b>Proposed MQF Level</b>	MQF Level 7
<b>Hours of Total Learning</b>	<p>Total Contact Hours</p> <p>330</p>
<b>Hours of Total Learning Total Learning Hours</b>	<p>Self-Study Hours</p> <p>1650</p>
<b>Hours of Total Learning Total Learning Hours</b>	2250

<b>Hours of Total Learning Total Learning Hours</b>	Contact Hours Delivered Fully Online	Supervised Placement and Practice Hours  10
<b>Blended Learning Total number of ECTS for Programme Completion</b>	90 ECTS	Assessment Hours  260
<b>Attendance</b>	Full-Time	
<b>Duration</b>	12 months	
<b>Audience</b>	Ages 19- 65+	
<b>Language of Instruction</b>	English	
<b>Target Audience</b>	Middle to Senior organisational managers in commercial for profit organisations, the public sector and the voluntary sector.	
<b>Entry Requirements</b>	<p>Global College Malta's MQF Level 7 Masters Suite offers aspiring and developing managers the opportunity to gain higher level and discipline leading knowledge, practical skills and understanding of global Business and Management practices that will help them further develop their individual careers and make a positive difference for current and future employers.</p> <p>The College's Masters Suite seeks to develop the skills base of middle and senior Managers. Specifically, and having regard to the required knowledge, competencies and skills of programmes delivered at Level 7 of the Malta Qualifications Framework, the College's Masters Suite will help further develop and enhance an individual's:</p> <ul style="list-style-type: none"> <li>• Business and management acumen;</li> <li>• Confidence and interpersonal skills;</li> <li>• Effective communication and motivational skills;</li> <li>• Organisational and delegation skills;</li> <li>• Forward planning and strategic thinking skills;</li> <li>• Problem-solving, decision-making and innovation skills;</li> <li>• Commercial awareness skills; and,</li> </ul>	

	<ul style="list-style-type: none"> <li>• High-level human resource management and mentoring skills.</li> </ul> <p>The College's Masters Suite will produce graduates who have the high level knowledge, competencies and skills to succeed in a varied number of professions including, by means of example: Financial Adviser; Management Analyst; Investment Banker; Finance Manager; Marketing Manager; Information Technology Manager; Human Resources Manager; Marketing; Health and Social Care Management; and Business Consultant.</p> <p>The programmes do not lead to a warranted profession or a regulated occupation.</p>
<p><b>Entry Requirements Overall Description of the Programme Suite</b></p>	<p>Recognising and wishing to promote the benefits of lifelong learning, the College's entry criteria for its higher education Master's level provision offer a range of entry routes, so that each applicant's certificated academic qualifications, prior learning experience and experiential skills can be taken fully into account when determining whether an offer of a place to study can be made.</p> <p>Prior to entering the Masters Suite with the College, applicants should normally possess:</p> <ul style="list-style-type: none"> <li>• A good degree from a recognised university institution or equivalent recognised higher education institution. Whilst a degree in a subject broadly related to Business and Management is advantageous, this is not essential. Graduates from subject areas other than Business and Management who want to develop in-depth knowledge and skills in the area of Business and Management may also be appropriate for this programme. The application process will carefully consider the suitability of the student to successfully complete the programme based on the information provided. Where appropriate, a discussion will be held with the applicant to determine their suitability, or</li> <li>• a graduate level professional qualification from a recognised University institution or appropriate comparable recognised higher education institution. A graduate level professional qualification in a subject broadly related to Business and Management is advantageous. The application process will carefully consider the suitability of the student to successfully complete the programme based on the information provided. Where appropriate, a discussion will be held with the applicant to determine their suitability, or</li> <li>• where appropriate, a pre-master's orientation programme approved by Global College Malta. Students who have successfully completed the Global College Pre-Masters programme are guaranteed entry to this Masters suite of programmes.</li> </ul> <p>Students whose first Language is not English and who have not previously been exposed to spoken and written English at a reasonably advanced level will normally be required to demonstrate an English competence of at least IELTS 6.0 or equivalent. The College may undertake a video interview with the prospective student to better understand their English proficiency and, where appropriate, may also require a <i>Medium of Instruction</i> certificate from the student's previous</p>

	<p>educational institution. The English language proficiency requirement may be waived if the student is a native speaker of English and they have completed their secondary education in a country where English is the official language or English was the language of instruction where they graduated.</p>
<p><b>Entry Requirements</b> <b>Overall Description of the Programme Suite</b></p>	<p>All applicants are strongly encouraged to have two or more years' relevant work experience, although this need not necessarily be continuous, and may have been undertaken on a voluntary or unpaid basis.</p> <p>Prior to entering the College's Executive Master of Business Administration programme of study applicants must be able to demonstrate a minimum of between three and five years of middle to senior management experience in a for profit organisation, the public sector and/or the voluntary sector.</p> <p>All applications for the College's Masters Suite are handled by the College Admissions Team. Where admission decisions cannot be made until a cohort of applications has been received, applicants receive a letter from the Admissions Team, explaining the process to them, indicating the likely period for decision making.</p> <p>Any applicants who do not meet stated entry criteria are approached and asked to demonstrate how they are qualified to undertake their proposed course of study. Applicants wishing to apply for credit exemption have to demonstrate prior achievement of the learning outcomes, or their module and level equivalent.</p> <p>The College considers a wide range of international qualifications other than Maltese qualifications. In doing so, the College is guided by the Malta Qualifications Recognition Information Centre (MQRIC) (<a href="https://ncfhe.gov.mt/en/services/Pages/All%20Services/mqric.aspx">https://ncfhe.gov.mt/en/services/Pages/All%20Services/mqric.aspx</a>) in terms of the equivalence awarded to international qualifications. Students whose first Language is not English and who have not previously been exposed to spoken and written English at an advanced level will normally be required to demonstrate an English competence of IELTS 6.0 or equivalent. A <i>Medium of Instruction Certificate</i> for prior certificated learning might additionally be sought from a prospective student. The English language proficiency requirement may be waived if the student is a native speaker of English and they have completed their secondary education in a country where English is the official language or English was the language of instruction where they graduated.</p> <p>Admissions policy and decision-making in respect of individual applications is carefully and routinely overseen by the College's Academic Management Group so as to ensure consistency and equity of practice. Having regard to international practice, the College has recently reviewed and revised its policies and practices with respect to the accreditation of prior learning (certificated, experiential, etc) and these policies will apply, where relevant and appropriate, to prospective entrants to the College's Masters Suite. The College's procedures for the recognition of prior learning, be that certificated or experiential learning, are set out in its <i>Quality and Standards Assurance Manual</i> and accompanying <i>Student Guide on the Recognition of Prior Learning</i>. These RPL procedures have been</p>

	<p>formally approved by the MFHEA (<a href="https://gcmalta.com/wp-content/uploads/2022/04/Student-Guide-to-the-Accreditation-of-Prior-Learning-at-Global-College-Malta-as-at-21.03.2022.pdf">https://gcmalta.com/wp-content/uploads/2022/04/Student-Guide-to-the-Accreditation-of-Prior-Learning-at-Global-College-Malta-as-at-21.03.2022.pdf</a>).</p>
<p><b>Entry Requirements Overall Description of the Programme Suite</b></p>	<p>The Global College Malta Masters Suite has been designed to attract high calibre individuals with a first degree from a wide range of academic disciplines. Having careful regard to the level descriptors associated with programmes delivered at Level 7 of the Malta Qualifications Framework, each of the modules in the College’s Masters Suite not only expose students to the various areas of business and management such as accounting, finance, marketing, human resources, operations management, etc, but they also ensure that the student acquires advanced level and current discipline knowledge, skills and competences in these areas.</p> <p>Students who successfully complete the College’s Masters Suite will have advanced level strategic knowledge, insight and understanding to become a successful manager and an inspiring leader.</p> <p>The College’s Masters Suite provides detailed and higher level insights into current business and management thinking, including how to view business challenges from different perspectives. Such approaches give rise to a range of creative solutions as well as giving students the higher level skills and confidence to take a strategic overview of determining business direction and the implementation of strategy. Building on the students’ capacity for creative and innovative thinking, the Masters Suite builds students’ understanding of the core areas of business and management and how they interact and contribute to the success of an organisation. Across the College’s Masters Suite students are actively encouraged to apply high level problem solving skills to various business scenarios and develop the advanced skills to be able to generate alternative strategic options in formulating strategy.</p> <p>The College’s Masters Suite is designed for individuals who have a variety of study motivations ranging from those who might want to change their career, boost their salary, and enhance their career progression potential through to individuals who may want to start their own business or further develop and broaden their existing business and management expertise. The College’s Masters Suite is very clearly designed to prepare graduates for key leadership roles in a variety of organisations.</p> <p>Students following the College’s Masters Suite spend part of their course specifically critically evaluating and applying a range of theories, concepts and models to support the development of strategy, to develop best practice in business design, leadership and implementation via measured change management. Students will recognise that people (employees and stakeholders alike) are fundamental to change processes and should be encouraged to become involved and empowered for successful change to occur.</p> <p>The generic objectives of the College’s Masters Suite are as follows:</p> <ul style="list-style-type: none"> <li>• To provide a programme of study that will enable students to fulfil their intellectual, professional and human potential through a transformative educational experience that combines rigorous academic study with</li> </ul>

immersive exposure to contemporary practice in subjects allied to business and management practice;

- To develop international professionals and leaders with the vision, knowledge, creativity, skills, ethics and entrepreneurial ability necessary to take an integrated, critically aware, dynamic and strategic view of organisations and to make a valuable contribution to both organisations and society;
- To develop analytical abilities, using concepts derived from a wide range of academic disciplines, directed towards problem solving and innovation in business and managerial organisational contexts;
- To instill in successful students a professional mindset characterised by a strong work ethic, desire to excel, creative thinking, social awareness and global outlook with an appreciation of the benefits of lifelong learning;
- To provide students with advanced and applied managerial competencies in a range of sub-disciplines allied to Business and Management; and,
- To develop advanced level business acumen, personal and professional skills, and autonomous learning ability to enhance students' employability on graduation and their life-long career prospects.

The individual programme modules provide more detailed learning objectives in respect of the specific module being studied and should be read in conjunction with the generic programme suite learning objectives provided below.

**Programme Suite  
Learning Outcomes**

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the College's Masters Suite the successful learner will have acquired and be able to demonstrate the following subject knowledge, cognitive and analytical skills, transferable skills, and professional/practical skills:

**Knowledge:**

- Be able to demonstrate an in-depth and high-level knowledge of the theory and practice of business and management in contemporary organisations;
- Be able to demonstrate a high level knowledge of current and future anticipated global business and management issues as they relate to their chosen Masters award route;
- Be able to demonstrate a detailed and contemporary knowledge of the external context in which organisations operate and how they are managed from a sustainable and long term perspective;
- Be able to demonstrate a high level knowledge of the social, economic, financial, and technological aspects of organisations;
- Be able to demonstrate a detailed knowledge of the concept of leadership through strategic management;
- Be able to demonstrate a high level knowledge of the key contemporary issues in strategic people management, including: HRM strategies for national and international organisations, employment relations, learning and development strategies for individuals and firms, legal aspects of managing employment relationships, leadership and its development, and resourcing;
- Be able to demonstrate a high level knowledge of the key contemporary issues in Logistics and Supply Chain Management, Health and Social Care Management, Marketing, and Tourism and Events Management;
- Be able to demonstrate the knowledge to be able to transform organisations through strategic leadership, intellectual rigour and professional ethical values; and,
- Be able to demonstrate a high level and contemporary understanding of the uniqueness, complexities, and tensions within the employment relationship and demonstrate skills in problem-solving and conflict resolution.

**Skills:**

- Be able to demonstrate the skills to collect complex qualitative and quantitative data necessary to effectively manage complex organisations, understanding, from multiple perspectives, the dynamic and interrelated nature of business management strategies and their impact on stakeholders;
- Be able to demonstrate the skills to analyse, synthesise and solve complex, unstructured business and management problems;
- Be able to demonstrate the skills to approach problems in a critical and creative manner in order to develop novel and innovative solutions;
- Be able to demonstrate the skills to integrate new knowledge with previous learning and experiences;
- Be able to demonstrate the skills to creatively apply academic knowledge and understanding to business situations;



- Be able to demonstrate critical thinking skills and the ability to critically evaluate theory, empirical evidence, and practices in the core areas of people management, leadership, logistics, change and enterprise, to reflect the dynamism and vibrancy of the business and management environment;
- Be able to demonstrate the skills to communicate effectively and interact with a range of groups and individuals through interpersonal skills;
- Be able to demonstrate the skills to construct complex evidence-based arguments and communicate effectively in speech and writing with diverse audiences;
- Be able to demonstrate the habits and skills necessary for life-long learning and continued professional development; and,
- Be able to demonstrate advanced interpersonal skills and the ability to apply them effectively in diverse work situations.

Competences:

- Be able to demonstrate competency in applying high level academic knowledge to professional practice in a reflexive and ethically informed manner;
- Be able to demonstrate the competencies needed to be able to lead and inspire people, work in a collegiate manner as part of a team and receive leadership from others in work environments;
- Be able to demonstrate competency in integrating learning from a broad range of business and management subject areas to understand and address complex situations holistically;
- Be able to demonstrate competency in applying the relationship between work organisations and society on a global as well as local scale;
- Be able to demonstrate competency in applying strategic management skills at a senior level in changing business environments;
- Be able to demonstrate competency in leading and developing people in organisations;
- Be able to demonstrate competency in acting in a self-directed and autonomous manner in planning and implementing projects; and,
- Be able to demonstrate competency in making sound judgements with incomplete data and communicating conclusions clearly to a range of audiences.

**General Pedagogical  
methods used for the  
Programme Suite**

The Global College Malta Masters Suite uses a range of teaching methods to suit different learning styles. Typically, the programme of study is delivered through a combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.

Delivery of the College's Masters Suite has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.

To assist with independent self-study and group work the College provides access to a large number of physical and electronic learning resources. The rich learning materials made available by the College may include lecture presentations and supporting learning notes, topic discussion chat opportunities, links to videos and web pages, and much more. The use of modern delivery tools has enabled highly effective and creative delivery and discussion opportunities, which learners welcome. The ability of the student learner to be able to access certain learning content at a time and in a location that suits them has proved to be a highly effective learning mechanism, enabling robust reflection and skills embedding in a social context that suits changing lifestyles. The modern learning techniques used by the College enables our student learners to develop a range of life skills alongside their academic business skills.

In addition to utilising a rich and varied range of delivery techniques, assessment of the programme of study and its constituent modules is designed to be an integral part of the learning process for students in order to enhance and confirm their knowledge and practice. In addition to summative assessment, formative feedback is provided to students through a combination of tutor feedback, self-reflection and peer group feedback. Combined, formative and summative assessments provide a measure of the extent to which students have achieved the learning outcomes of the individual modules.

The Masters Suite utilises a variety of modern assessment techniques including coursework and examinations. Coursework is typically in the form of essays, reports or case studies, while group or individual presentations may be required to assess other competencies. Examinations typically take the form of written elements or multiple-choice questions and maybe unseen or part-seen, where assessment material is released in advance. The College seeks to offer flexibility in how assessments are undertaken and, where appropriate and pedagogically secure, the programme of study may utilise relevant online tools to deliver assessments. Details of the assessment procedures are given in the individual module specifications. All

	<p>written assessments are submitted online via the internationally recognised plagiarism software, Turnitin.</p>
<b>General Assessment Methods</b>	<p>The College's Masters Suite utilises a variety of assessments including coursework and examinations. Coursework is typically in the form of essays, reports or case studies, while group or individual presentations may be required to assess other competencies. Examinations typically take the form of written elements or multiple-choice questions and maybe unseen or part-seen, where assessment material is released in advance. The College seeks to offer flexibility in how assessments are undertaken and, where appropriate and pedagogically secure, the programme of study may utilise relevant online tools to deliver assessments.</p> <p>The dissertation/major project on the Masters Suite is a written piece of work and may involve a supporting presentation.</p> <p>Details of the assessment procedures are given in the individual module descriptors.</p> <p>All assessments will be submitted via the internationally recognised plagiarism software, Turnitin.</p> <p>The College's Generic Marking Descriptors for its MQF Level 7 provision are attached to this Application. These descriptors form part of the College's <i>Quality Assurance Manual</i>.</p>

## Structure of the College's Masters Suite

Module Title	Compulsory or Elective	ECTS	MQF Level of each module	Mode of Teaching	Mode of Assessment
GCM-M01 Marketing in Practice	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M02 Accountancy and Finance	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M03 Research Methods	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M04 Strategic Management	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M05 Organisational Behaviour and	Compulsory for specific defined	8.0	7	An interactive mixture of lectures,	A range of modern assessment methods appropriate to the subject

Human Resources Management	award outcomes (Please see programme suite mapping diagram below)			workshops, case studies, individual and group work	material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M06 Leadership	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M07 Economics	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M08 e-Business	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M09 Global Purchasing and Supply	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M10 Strategies for Logistics and Supply Chain Management	Compulsory for specific defined award outcomes	8.0	7	An interactive mixture of lectures, workshops, case	A range of modern assessment methods appropriate to the subject material being taught

	(Please see programme suite mapping diagram below)			studies, individual and group work	including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M11 Strategic Change	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M12 Business Models	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M13 Enterprise for Managers	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M14 International Management	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M15 Human Resource Management in Practice	Compulsory for specific defined award outcomes	8.0	7	An interactive mixture of lectures, workshops, case	A range of modern assessment methods appropriate to the subject material being taught including, by means of

	(Please see programme suite mapping diagram below)			studies, individual and group work	example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M16 Employee Development	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M17 Concepts and Strategies of International Marketing Management	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M18 Consumer Behaviour Insights	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M19 Services and Relationship Marketing	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M20 Using Digital Marketing and Social Media to gain competitive advantage	Compulsory for specific defined award outcomes (Please see programme	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written

	suite mapping diagram below)				examinations, assignments, individual and group project work, and assessed presentations
GCM-M21 The Travel and Tourism Business	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M22 Entrepreneurship in the Tourism, Events and Hospitality Industry	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M23 Digital Marketing and Social Media in Tourism and Events Management	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M24 Managing an Event	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M25 Transforming Healthcare Management Services	Compulsory for specific defined award outcomes (Please see programme suite mapping	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments,



	diagram below)				individual and group project work, and assessed presentations
GCM-M26 Strategic Management in Healthcare settings	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M27 Implementing Change in Health and Social Care Practice	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M28 Fundamentals in Healthcare Quality Improvement	Compulsory for specific defined award outcomes (Please see programme suite mapping diagram below)	8.0	7	An interactive mixture of lectures, workshops, case studies, individual and group work	A range of modern assessment methods appropriate to the subject material being taught including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations
GCM-M29 Dissertation/Major Project	Compulsory	26	7	A substantive individual project undertaken with consultative support from a College supervisor. The subject matter of the dissertation must relate to the intended award outcome.	A written report of between 10,000 - 12,000 words related to the subject being studied
<b>Total ECTS Requesting Accreditation</b>	250 MQF Level 7 ECTS				
<b>Total ECTS for Programme Completion</b>	90 MQF Level 7 ECTS				

## Exit Awards/Qualifications

Upon successful completion of:

### Postgraduate Certificate

- Four modules each with an ECTS value of 8.0 (making a total of 32 ECTS achieved), a Postgraduate Certificate as follows:
  - If any four modules of GCM-01 through to GCM-06 comprise the four completed modules then the student will be awarded a Postgraduate Certificate in Business.
  - If modules GCM-07 and/or GCM-08 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Business Administration.
  - If modules GCM-09 and/or GCM-10 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Business (Logistics and Supply Chain Management).
  - If modules GCM-11 and/or GCM-12 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Business (Leadership and Change Management).
  - If modules GCM-13 and/or GCM-14 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Management.
  - If modules GCM-15 and/or GCM-16 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Management with Human Resources.
  - If modules GCM-17, GCM-18, GCM-19 and/or GCM-20 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Management with Marketing.
  - If modules GCM-21, GCM-22, GCM-23 and/or GCM-24 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Management with Tourism and Events.
  - If modules GCM-25, GCM-26, GCM-27 and/or GCM-28 form part of the four completed modules then the student will be awarded a Postgraduate Certificate in Healthcare Management.

### Postgraduate Diploma

- Eight modules each with an ECTS value of 8.0 (making a total of 64 ECTS achieved), a Postgraduate Diploma as follows:

- If modules GCM-07 and/or GCM-08 form part of the eight completed modules then the student will be awarded a Postgraduate Diploma in Business Administration.
- If modules GCM-09 and/or GCM-10 form part of the eight completed modules then the student will be awarded a Postgraduate Diploma in Business (Logistics and Supply Chain Management).
- If modules GCM-11 and/or GCM-12 form part of the eight completed modules then the student will be awarded a Postgraduate Diploma in Business (Leadership and Change Management).
- If modules GCM-13 and/or GCM-14 form part of the eight completed modules then the student will be awarded a Postgraduate Diploma in Management.
- If modules GCM-15 and/or GCM-16 form part of the eight completed modules then the student will be awarded a Postgraduate Diploma in Management with Human Resources.
- If modules GCM-17, GCM-18, GCM-19 and/or GCM-20 form part of the four completed modules then the student will be awarded a Postgraduate Diploma in Management with Marketing.
- If modules GCM-21, GCM-22, GCM-23 and/or GCM-24 form part of the four completed modules then the student will be awarded a Postgraduate Diploma in Management with Tourism and Events.
- If modules GCM-25, GCM-26, GCM-27 and/or GCM-28 form part of the four completed modules then the student will be awarded a Postgraduate Diploma in Healthcare Management.

#### **Postgraduate Masters**

Students who successfully complete the required modules for their nominated programme of study will be entitled to receive the following awards:

- A Master of Business Administration, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Marketing in Practice; Accountancy and Finance; Research Methods; Strategic Management; Organisational Behaviour and Human Resources Management; Leadership; Economics; e-Business; and the Major Project.
- A Master of Business Administration (Logistics and Supply Chain Management), an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Marketing in Practice; Accountancy and Finance; Research Methods; Strategic Management; Organisational Behaviour and Human Resources

Management; Leadership; Global Purchasing and Supply; Logistics and Supply Chain Management; and the Major Project.

- A Master of Science in Leadership and Change Management, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Marketing in Practice; Accountancy and Finance; Research Methods; Strategic Management; Organisational Behaviour and Human Resources Management; Leadership; Strategic Change; Business Models; and the Major Project.
- A Master of Science in Management, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Marketing in Practice; Accountancy and Finance; Research Methods; Strategic Management; Organisational Behaviour and Human Resources Management; Leadership; Enterprise for Managers; International Management; and the Major Project.
- A Master of Science in Management with Human Resources, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Marketing in Practice; Accountancy and Finance; Research Methods; Strategic Management; Organisational Behaviour and Human Resources Management; Leadership; Human Resource Management in Practice; Employee Development; and the Major Project.
- A Master of Science in Marketing Management, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Marketing in Practice; Research Methods; Strategic Management; Leadership; Concepts and Strategies of International Marketing Management; Consumer Behaviour Insights; Services and Relationship Marketing; Using Digital Marketing and Social Media to gain competitive advantage; and the Major Project.
- A Master of Science in Tourism and Events Management, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Strategic Management; The Travel and Tourism Business; Entrepreneurship in the Tourism, Events and Hospitality Industry; Services and Relationship Marketing; Consumer Behaviour Insights; Digital marketing and social media in Tourism and Events Management; Managing an Event; Research Methods; and the Major Project.
- A Master of Science in Health and Social Care Management, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Research Methods; Strategic Management; Organisational Behaviour and Human Resources Management; Leadership; Transforming Healthcare Management Services; Strategic Management in Healthcare settings; Implementing Change in Health and Social Care practice; Fundamentals in Healthcare Quality Improvement; and the Major Project.
- An Executive Master of Business Administration, an MQF Level 7 qualification with a value of 90 ECTS credits, following successful completion of the following modules: Marketing in Practice; Accountancy and Finance; Strategic Management; Leadership; e-

Business; Global Purchasing and Supply; Enterprise for Managers; Human Resource Management in Practice; and the Major Project.

In addition, with the exception of the Dissertation/Major Project (GCM-M29) each of the twenty eight MQF Level 7, 8 ECTS modules (GCM-M01 through to GCM-M28) are available as free-standing Continuing and Professional Development modules. Successful completion of each one of the eight modules allows the learner to be awarded a GCM Certificate of Successful Completion and 8.0 MQF Level 7 ECTS credits.

The free-standing Continuing and Professional Development exit qualifications are as follows:

- Award in Marketing in Practice (Business Management) (MQF Level 7, 8.0 ECTS)
- Award in Accountancy and Finance (Business Management) (MQF Level 7, 8.0 ECTS)
- Award in Research Methods (Business Management) (MQF Level 7, 8.0 ECTS)
- Award in Strategic Management (Business Management) (MQF Level 7, 8.0 ECTS)
- Award in Organisational Behaviour and Human Resources Management (Business Management) (MQF Level 7, 8.0 ECTS)
- Award in Leadership (Business Management) (MQF Level 7, 8.0 ECTS)
- Award in Economics (Business Administration) (MQF Level 7, 8.0 ECTS)
- Award in e-Business (Business Administration) (MQF Level 7, 8.0 ECTS)
- Award in Global Purchasing and Supply (Business Administration, Logistics and Supply Chain Management) (MQF Level 7, 8.0 ECTS)
- Award in Strategies for Logistics and Supply Chain Management (Business Administration, Logistics and Supply Chain Management) (MQF Level 7, 8.0 ECTS)
- Award in Strategic Change (Leadership and Change Management) (MQF Level 7, 8.0 ECTS)
- Award in Business Models (Leadership and Change Management) (MQF Level 7, 8.0 ECTS)
- Award in Enterprise for Managers (Management) (MQF Level 7, 8.0 ECTS)
- Award in International Management (Management) (MQF Level 7, 8.0 ECTS)
- Award in Human Resource Management in Practice (Management, Human Resources) (MQF Level 7, 8.0 ECTS)
- Award in Employee Development (Management, Human Resources) (MQF Level 7, 8.0 ECTS)

	<ul style="list-style-type: none"> <li>○ Award in Concepts and strategies of International Marketing Management (Management, Marketing) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Consumer Behaviour Insights (Management, Marketing) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Services and Relationship Marketing (Management, Marketing) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Using Digital Marketing and Social Media to gain competitive advantage (Marketing, Management) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in The Travel and Tourism Business (Management, Tourism) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Entrepreneurship in the Tourism, Events and Hospitality Industry (Management, Tourism) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Digital Marketing and Social Media in Tourism and Events Management (Management, Tourism) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Managing an Event (Management, Tourism) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Transforming Healthcare Management Services (Management, Healthcare) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Strategic Management in Healthcare settings (Management, Healthcare) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Implementing Change in Health and Social Care practice (Management, Healthcare) (MQF Level 7, 8.0 ECTS)</li> <li>○ Award in Fundamentals in Healthcare Quality Improvement (Management, Healthcare) (MQF Level 7, 8.0 ECTS)</li> </ul> <p>If a student subsequently decides to embark on the College's Master's programme then these specific credits may be presented by the student in their enrollment application seeking the Accreditation of Prior Certificated Learning.</p>
<b>Structure of Programme</b>	<p>Four modules are delivered in the first Semester of the Programme. In the second Semester, a further four modules are delivered. GCM-M29, the Major Project, forms the final part of the Programme following the completion of Semester two.</p>

# Module mapping for the College's Masters Suite

	Master of Business Administration (90 ECTS)	Master of Business Administration (Logistics and Supply Chain Management) (90 ECTS)	Master of Science in Leadership and Change Management (30 ECTS)	Master of Science in Management (30 ECTS)	Master of Science in Management with Human Resources (90 ECTS)	Master of Science in Marketing Management (90 ECTS)	Master of Science in Tourism and Events Management (90 ECTS)	Master of Science in Health and Social Care Management (90 ECTS)	Executive Master of Business Administration (90 ECTS)
	↓	↓	↓	↓	↓	↓	↓	↓	↓
MQF Level 7	Marketing in Practice (8 ECTS)	Marketing in Practice (8 ECTS)	Marketing in Practice (8 ECTS)	Marketing in Practice (8 ECTS)	Marketing in Practice (8 ECTS)	Marketing in Practice (8 ECTS)	Strategic Management (8 ECTS)	Research Methods (8 ECTS)	Marketing in Practice (8 ECTS)
	Accountancy and Finance (8 ECTS)	Accountancy and Finance (8 ECTS)	Accountancy and Finance (8 ECTS)	Accountancy and Finance (8 ECTS)	Accountancy and Finance (8 ECTS)	Research Methods (8 ECTS)	The Travel and Tourism Business (8 ECTS)	Strategic Management (8 ECTS)	Accountancy and Finance (8 ECTS)
	Research Methods (8 ECTS)	Research Methods (8 ECTS)	Research Methods (8 ECTS)	Research Methods (8 ECTS)	Research Methods (8 ECTS)	Strategic Management (8 ECTS)	Entrepreneurship in the Tourism, Events and Hospitality Industry (8 ECTS)	Organisational Behaviour and Human Resources Management (8 ECTS)	Strategic Management (8 ECTS)
	Strategic Management (8 ECTS)	Strategic Management (8 ECTS)	Strategic Management (8 ECTS)	Strategic Management (8 ECTS)	Strategic Management (8 ECTS)	Leadership (8 ECTS)	Services and Relationship Marketing (8 ECTS)	Leadership (8 ECTS)	Leadership (8 ECTS)
	Organisational Behaviour and Human Resources Management (8 ECTS)	Organisational Behaviour and Human Resources Management (8 ECTS)	Organisational Behaviour and Human Resources Management (8 ECTS)	Organisational Behaviour and Human Resources Management (8 ECTS)	Organisational Behaviour and Human Resources Management (8 ECTS)	Concepts and strategies of International Marketing Management (8 ECTS)	Understanding Consumer Behaviour to improve marketing and customer loyalty (8 ECTS)	Transforming Healthcare Management Services (8 ECTS)	e-Business (8 ECTS)
	Leadership (8 ECTS)	Leadership (8 ECTS)	Leadership (8 ECTS)	Leadership (8 ECTS)	Leadership (8 ECTS)	Understanding Consumer Behaviour to improve marketing effectiveness and customer loyalty (8 ECTS)	Digital Marketing and Social Media in Tourism and Events Management (8 ECTS)	Strategic Management in Healthcare settings (8 ECTS)	Global Purchasing and Supply (8 ECTS)
	Economics (8 ECTS)	Global Purchasing and Supply (8 ECTS)	Strategic Change (8 ECTS)	Enterprise for Managers (8 ECTS)	Human Resource Management in Practice (8 ECTS)	Services and Relationship Marketing (8 ECTS)	Managing an Event (8 ECTS)	Implementing Change in Health and Social Care practice (8 ECTS)	Enterprise for Managers (8 ECTS)
	e-Business (8 ECTS)	Logistics and Supply Chain Management (8 ECTS)	Business Models (8 ECTS)	International Management (8 ECTS)	Employee Development (8 ECTS)	Using Digital Marketing and Social Media to gain competitive advantage (8 ECTS)	Research Methods (8 ECTS)	Fundamentals in Healthcare Quality Improvement (8 ECTS)	Human Resource Management in Practice (8 ECTS)
	Major Project (26 ECTS)	Major Project (26 ECTS)	Major Project (26 ECTS)	Major Project (26 ECTS)	Major Project - Human Resources (26 ECTS)	Major Project - Marketing (26 ECTS)	Major Project - Tourism and Events Management (26 ECTS)	Major Project - Health and Social Care (26 ECTS)	Major Project (26 ECTS)

Module descriptors for the College's Masters Suite	
<b>Module 01</b>	
<b>Title of the Module</b>	<b>GCM-M01 Marketing in Practice</b>
<b>Module Description</b>	<p>The study of marketing plays an essential component of the knowledge, skills and competence of middle to senior manager, particularly in a fast moving and complex global marketplace. The module will develop high level and advanced marketing knowledge and skills in the learner.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
<b>Learning Outcomes</b>	Competences
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to critically analyse and demonstrate the relative importance of marketing to a specific business or organization;</li> <li>• Be able to create a high level brief for a market research organisation to carry out a specific research project based on sound organisational research;</li> <li>• Be able to supervise and monitor marketing spend as part of a continuing campaign for a specified organization; and,</li> <li>• Be able to demonstrate the necessary competencies to be able to be responsible for generating customer interaction in an organisation's market research approaches.</li> </ul>
	Knowledge



Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:

- The nature, history, development and advanced theories of marketing;
- Advanced concepts of new product development;
- Advanced concepts of the product life cycle;
- Advanced marketing and operations;
- Information and intelligence for marketing;
- Advanced concepts and practices in respect of market research;
- The different modes and practices of marketing;
- Advanced understanding of the channels of marketing;
- Product pricing strategies;
- Marketing communications;
- Advanced attributes of consumer behavior; and,
- Customer service.

#### Skills

Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:

#### **Applying knowledge and understanding**

- Be able to define the contribution of marketing for any competitive trading organisation based on detailed analysis;

- Be able to demonstrate alternative approaches to marketing in a particular company, public organisation or social enterprise;
- Be able to manage complex approaches to marketing for different consumer segments based on research and analysis;
- Be able to manage the complex relationship between the different business sectors, organisations, and any different approaches to marketing;
- Be able to conduct complex market research and interpret the results for a non-specialist as well as a specialist audience; and,
- Be able to draw up and implement a detailed marketing plan complete with appropriate budget.

***Judgment Skills and Critical Abilities***

- Be able to effectively choose between alternative options for advertising strategies for specific products or services based on soundly generated evidence;
- Be able to critically evaluate the qualities of advertising agencies competing for a major project;
- Be able to critically select between alternative options for a market research project based on researched evidence;
- Be able to effectively estimate the costs and benefits of a proposed marketing campaign based on all available evidence; and,
- Be able to critically determine what constitutes ethical behaviour in marketing or, more importantly, what does not constitute such behaviour.

***Module-Specific Communication Skills***

- Be able to present advanced level persuasive arguments for an appropriate marketing approach for a specified product or service to a specialist and generalist audience;
- Be able to write a detailed marketing strategy for that product or service with detailed investment plans based on sound research of the situation;
- Be able to write a detailed storyboard for either a broadcast or web-based advertising project based on well-established marketing principles; and,
- Be able to effectively explain the differences between and the effectiveness of different forms of advertising media based on detailed research.

***Module-Specific Learner Skills***

	<ul style="list-style-type: none"> <li>• Be able to evaluate complex options for further continuous professional development in marketing;</li> <li>• Be able to study, research, and be aware of alternative cultural approaches to marketing; and,</li> <li>• Be able to research persuasive writing and creative skills as an aid to self and team development.</li> </ul>			
	<p><b>Module-Specific Digital Skills and Competences</b></p> <ul style="list-style-type: none"> <li>• Be able to identify, test and make use of appropriate digital information sources; and,</li> <li>• Be able to develop their skills in the identification, interpretation and use of digital techniques.</li> </ul>			
<b>Hours of Total Learning for this Module</b>	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
<b>Total Learning Hours of this Module</b>	200 Hours			
<b>Mode of Delivery</b>	Fully Face-to-Face Learning			
<b>Total ECTS of this Module</b>	8.0 MQF Level 7 ECTS			
<b>Module Teaching</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students</p>			

	<p>to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>
<p><b>Module Assessment</b></p>	<p>A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p> <p>Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.</p> <p>Students following the module will normally have the following assessment regime:</p> <ul style="list-style-type: none"> <li>- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.</li> <li>- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</li> <li>- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.</li> </ul> <p>To successfully complete the module an overall pass mark of 40% must be achieved.</p> <p>Reassessment will take place in the same form as above or equivalent. All assessments will be submitted via the internationally recognised plagiarism software Turnitin.</p>

<b>Module 02</b>	
<b>Title of the Module</b>	<b>GCM-M02 Accountancy and Finance</b>
<b>Module Description</b>	<p>Middle to senior managers are expected to manage budgets, control costs and improve productivity. This module will support the development of high level skills in this discipline area and enable students to have confidence in accountancy and finance matters as they assume more senior roles with added responsibilities.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
<b>Learning Outcomes</b>	Competences
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to produce competent draft accounts for an organisation;</li> <li>• Be able to create a competent budget incorporating both annual and capital expenditure evaluating the appropriate balance of these;</li> <li>• Be able to effectively demonstrate, based on research, the different means of appraising investment projects as part of a capital investment plan, and authorise the most appropriate for a given organisation;</li> <li>• Be able to demonstrate an ability to be able authorise expenditure against budget; and,</li> <li>• Be able to monitor regularly-reported management accounts and authorise remedial action where relevant.</li> </ul>
	Knowledge
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p>

**Learning Outcomes**

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:

- Be able to demonstrate an in depth understanding of the role and context of finance in organisations and the methods by which all financial transactions are recorded;
- Be able to demonstrate a detailed understanding of accounting concepts, including the manner in which the information generated can be used;
- Be able to interrogate complex information about an organisation's performance through the interpretation of financial statements including management accounts and profit and loss statements;
- Be able to demonstrate a range of high level managerial accounting skills to critically evaluate financial information and its impact on organisational decision making; and,
- Be able to demonstrate a high level understand of the role and purpose of budgets within an organisation and their application in a management context.

**Skills**

Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:

***Judgment Skills and Critical Abilities***

- Be able to make informed decisions to choose between different investment options to maximise benefits for the owners and/or the organisation based on research of the available options;
- Be able to identify the best means of presenting financial reports and information so that all stakeholders will fully understand the options available to them;
- Be able to analyse and report upon the financial strength of an organisation as compared to other comparable organisations; and,
- Be able to propose to colleagues in an organisation the best and most transparent means of reporting the financial and performance results of the organisation.

	<p><b>Additional Module-Specific Communication Skills</b></p> <ul style="list-style-type: none"> <li>• Be able to explain in detail to a general audience the annual financial statements of a public or private organisation;</li> <li>• Be able to illustrate to decision-makers a project investment proposal based on researching the various investment options;</li> <li>• Be able to explain to colleagues a complex proposed form and justify the consequences of investment in a capital project; and,</li> <li>• Be able to review the proposed budget of an organisation with stakeholders and draw comparison with other comparable organisations.</li> </ul>	
	<p><b>Additional Module-Specific Learner Skills</b></p> <ul style="list-style-type: none"> <li>• Be able to undertake appropriate continued specialist professional development;</li> <li>• Be able to evaluate the requirements for learning and development related to financial management and performance for different staffs within the organisation based on research of their needs;</li> <li>• Be able to study in detail financial reports in specialist media with confidence and understanding; and,</li> <li>• Be able to mentor colleagues in financial management.</li> </ul>	
	<p><b>Module-Specific Digital Skills and Competences</b></p> <ul style="list-style-type: none"> <li>• Be able to identify, test and make use of appropriate digital information sources; and,</li> <li>• Be able to develop their own skills in the identification, interpretation and use of digital techniques.</li> </ul>	
<b>Hours of Total Learning for this Module</b>	Total Contact Hours <input type="text" value="40"/>	Assessment Hours <input type="text" value="30"/>
	Self-Study Hours <input type="text" value="130"/>	
<b>Total Learning Hours of this Module</b>	200 Hours	

<b>Mode of Delivery</b>	Fully Face-to-Face Learning
<b>Total Number of ECTS of the Module</b>	8.0 MQF Level 7 ECTS
<b>Instructional Module</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>
<b>Module Assessment</b>	<p>A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p> <p>Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.</p> <p>Students following the module will normally have the following assessment regime:</p> <ul style="list-style-type: none"> <li>- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.</li> <li>- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based</li> </ul>



literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.

- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.

To successfully complete the module an overall pass mark of 40% must be achieved.

Reassessment will take place in the same form as above or equivalent.

All assessments will be submitted via the internationally recognised plagiarism software Turnitin.

<b>Module 04</b>	
<b>Title of the Module</b>	<b>GCM-M04 Strategic Management</b>
<b>Module Description</b>	<p>Successful and effective strategic planning and management is essential for any successful organisation. Middle to senior managers must be able to formulate robust and realistic strategic plans. This module explores high level strategic planning concepts and practices.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
<b>Learning Outcomes</b>	<p>Competences</p> <p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to critically analyse the internal and external environment of the organisation;</li> <li>• Be able to create a detailed strategic plan for a chosen organisation;</li> <li>• Be able to represent complex views underlying the strategic plan to the most senior decision-making team of an organisation; and,</li> <li>• Be able to produce a detailed monitoring report on the progress of the strategic plan based on research of the detailed circumstances.</li> </ul>
	<p>Knowledge</p> <p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:</p>

**Learning Outcomes**

- Detailed high level insights into managing strategy within the context of different organisational forms and changing environments;
- Detailed understanding of contemporary strategic management challenges faced by organisations in the trading, voluntary and public sectors;
- Understand a complex body of research and study presenting strategy and its management as a blend of prescriptive and analytical tools;
- Detailed knowledge relating to the modeling of strategic analysis, development, and implementation;
- An array of complex contemporary strategic challenges facing a variety of organisations;
- A detailed understanding of organisational Risk Management and the identification, implementation and evaluation of alternative strategies (e.g. GE Matrix); and,
- Be able to initiate and shape effective wide-ranging strategic discussions within complex organisations operating in turbulent environments.

**Skills**

Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:

**Applying knowledge and understanding**

- Be able to demonstrate a critical awareness of the different forms of strategic analysis that can be applied in various sectors and organisations;
- Be able to demonstrate a critical understanding of both external and internal analysis of a specifically-chosen organisation;
- Based on background research, be able to show how complex strategies can be assessed for different types and scales of organisations within a given sector;
- Be able to choose an appropriate strategy for their organisation based on the environment within which the organisation can be found;
- Be able to plan a detailed strategy for a specific organisation to adapt to a changing business environment based on research about the organisation; and,
- Be able to identify and evaluate detailed strategies to overcome risk.

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

- Be able to propose alternative expenditure choices for strategic investments and choose among them demonstrating the research background to this proposal;
- Be able to compare divergent strategies available to an organisation and evaluate the chances of each strategy succeeding;
- Be able to critically evaluate, based on direct research, the strategies pursued by different organisations operating in the same field and sector; and,
- Be able to choose between two alternative strategies where there is a high degree of uncertainty in each instance.

### ***Additional Module-Specific Communication Skills***

- Be able to confidently and effectively describe the most appropriate strategy of an organisation to colleagues;
- Be able to present a detailed development strategy for a chosen organisation to grow successfully its activities based on researching the context and capabilities of the organisation;
- Be able to orally present the detailed strategy of a chosen organisation without visual aids; and,
- Be able to prepare a detailed written research report on why a chosen strategy appeared *not* to be successful.

### ***Additional Module-Specific Learner Skills***

- Be able to undertake appropriate continued personal professional development;
- Be able to critically evaluate the appropriate modes of learning for creating a wider team awareness of strategic thinking; and,
- Be able to monitor the strategic implications of practice observed in the everyday management environment and compare these to research findings.

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

- Be able to identify, test and make use of appropriate digital information sources; and,
- Be able to develop their skills in the identification, interpretation and use of digital techniques.

<b>Hours of total learning for this Module</b>	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
<b>Total Learning Hours of this Module</b>	200 Hours			
<b>Mode of Delivery</b>	Fully Face-to-Face Learning			
<b>Total Number of ECTS of the Module</b>	8.0 MQF Level 7 ECTS			
<b>Module Teaching</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>			
<b>Module Assessment</b>	<p>A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p>			

Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.

Students following the module will normally have the following assessment regime:

- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.
- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.
- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.

To successfully complete the module an overall pass mark of 40% must be achieved.

Reassessment will take place in the same form as above or equivalent.

All assessments will be submitted via the internationally recognised plagiarism software Turnitin.

<b>Module 06</b>	
<b>Title of the Module</b>	<b>GCM-M06 Leadership</b>
<b>Module Description</b>	<p>In the absence of effective leadership organisations will fail. This module explores the attributes of what makes an effective organisational leader, the techniques they employ and how effective leaders are essential to sustainable succession planning.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
<b>Learning Outcomes</b>	<b>Competences</b>
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to effectively apply higher level leadership behaviours in different organisational circumstances;</li> <li>• Be able to effectively collaborate with colleagues to ensure the development of complementary and appropriate leadership approaches across the organisation; and,</li> <li>• Be able to critically monitor leadership behaviours across an organisation through a formal and continuing research process.</li> </ul>
	<b>Knowledge</b>
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:</p> <ul style="list-style-type: none"> <li>• The nature of leadership;</li> <li>• Leadership models;</li> </ul>

<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• Global leadership and different cultural values;</li> <li>• The leader/follower balance;</li> <li>• Organisational policy and power bases;</li> <li>• Leading and implementing change: the change management process;</li> <li>• Organisational change;</li> <li>• Leadership and change; and,</li> <li>• Individuals and teams and different leadership demands.</li> </ul>
	Skills
	<p>Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:</p> <p><b>Applying knowledge and understanding</b></p> <ul style="list-style-type: none"> <li>• Be able to demonstrate a high level awareness of the role of leadership in an organisation, based on research findings;</li> <li>• Be able to define and apply what leadership interventions are appropriate in different complex settings based on an awareness of appropriate research studies;</li> <li>• Be able to undertake a critical leadership intervention in a given set of organisational circumstances; and,</li> <li>• Be able to apply higher level leadership skills in the work setting with staff and colleagues.</li> </ul> <p><b><i>Judgment Skills and Critical Abilities</i></b></p> <ul style="list-style-type: none"> <li>• Be able to assess the morale and work-related behaviours of any nominated work team through research into personnel attitudes and behaviours;</li> <li>• Be able to assess the leadership models applied in a nominated case study organisation; and,</li> <li>• Be able to identify the appropriate time and manner in which to intervene in circumstances where leadership appears to be lacking in a team that reports to the student.</li> </ul>



	<b>Additional Module-Specific Communication Skills</b>			
	<ul style="list-style-type: none"> <li>• Be able to present a complex case for change to a group of staff, based on clear evidence;</li> <li>• Be able to write a detailed report on the apparent balance of leader/follower behaviour in a nominated setting that has been researched by the author;</li> <li>• Be able to critically discuss the leadership qualities apparently demonstrated in a large public organisation; and,</li> <li>• With relevant criticality, be able to explain to decision makers why an appropriate form of leadership intervention should be introduced in an organisation.</li> </ul>			
	<b>Additional Module-Specific Learner Skills</b>			
	<ul style="list-style-type: none"> <li>• Be able to take advantage of opportunities for self-development in leadership using different approaches in different settings;</li> <li>• Be able to engage in leadership diagnostic exercises as vehicles to research one's own behaviors and attitudes; and,</li> <li>• Be able to critically analyse different historical leadership behaviors by men and women in different countries and cultures.</li> </ul>			
	<b>Module-Specific Digital Skills and Competences</b>			
	<ul style="list-style-type: none"> <li>• Identify, test and make use of appropriate digital information sources; and,</li> <li>• Develop their skills in the identification, interpretation and use of digital techniques.</li> </ul>			
<b>Hours of total learning for this Module</b>	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
<b>Total Learning Hours of this Module</b>	200 Hours			
<b>Mode of Delivery</b>	Fully Face-to-Face Learning			

<b>Total Number of ECTS of the Module</b>	8.0 MQF Level 7 ECTS
<b>Module Teaching</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>
<b>Module Assessment</b>	<p>A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p> <p>Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.</p> <p>Students following the module will normally have the following assessment regime:</p> <ul style="list-style-type: none"> <li>- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.</li> <li>- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</li> </ul>

	<ul style="list-style-type: none"> <li>- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.</li> </ul> <p>To successfully complete the module an overall pass mark of 40% must be achieved.</p> <p>Reassessment will take place in the same form as above or equivalent.</p> <p>All assessments will be submitted via the internationally recognised plagiarism software Turnitin.</p>
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Module 08	
<b>Title of the Module</b>	<b>GCM-M08 e-Business</b>
<b>Module Description</b>	<p>The module explores how businesses are increasingly using digital frameworks to pursue business goals. Electronic business (e-business) is the approach a company takes to become a profitable business through the portal of the Internet. The module explores why E-business includes a much wider range of businesses processes, such as supply chain management, electronic order processing and customer relationship management.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
	Competences
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to critically analyse the internal e-business capacity of an organisation;</li> <li>• Be able to create a detailed e-business plan for a chosen organisation;</li> </ul>

<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• Be able to present soundly researched proposals underpinning an e-business plan to the most senior decision-making team of the organisation, with staged investment options; and,</li> <li>• Be able to produce a detailed monitoring report on the progress of the agreed organisational strategic plan.</li> </ul>
	Knowledge
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:</p> <ul style="list-style-type: none"> <li>• The concepts, principles and theories of e-business;</li> <li>• e-business economics;</li> <li>• Digital and social media and e-marketing;</li> <li>• e-business strategies and strategic planning;</li> <li>• e-business strategy implementation;</li> <li>• e-supply chain, CRM issues and fulfillment;</li> <li>• e-business legislative constraints and options;</li> <li>• e-business project management;</li> <li>• e-business investment; people; applications; third parties;</li> <li>• Digital and personal security; and,</li> <li>• Social implications of 'virtual' business models – the fabric of community life.</li> </ul>
	Skills
	<p>Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p>

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:

**Applying knowledge and understanding**

- Be able to demonstrate a critical awareness, understanding and application of the different aspects of e-business models and strategies;
- Be able to demonstrate research-based external and internal analysis of an e-commerce option or new-start or conversion;
- Be able to demonstrate how appropriate strategies can be assessed for different types and scale of organisations within a given sector; and,
- Be able to plan a detailed strategy for a specific organisation to adapt to an e-business strategy.

**Judgment Skills and Critical Abilities**

- Based on individual research and analysis, be able to propose alternative expenditure choices for strategic investments in electronic media;
- Be able to critically compare divergent e-business strategies available to an organisation and evaluate the chances of each succeeding based on research of the probabilities; and,
- Be able to critically evaluate why two or more comparable organisations appear to have been more or less successful in e-business conversion having researched the organisations concerned.

**Module-Specific Communication Skills**

- Be able to effectively persuade colleagues that e-business is a valuable business technique;
- Be able to present a detailed development strategy for a chosen organisation to successfully convert to e-business based on research of the available options;
- Be able to orally present arguments for and against a proposed move into or development of e-business; and,
- Be able to prepare a detailed written report on some reasons for and against the adoption of an e-business strategy.

**Module-Specific Learner Skills**

	<ul style="list-style-type: none"> <li>• Be able to undertake appropriate continued personal professional development based on research into contemporary e-business developments;</li> <li>• Be able to engage in personal study of a novel model of e-business that the student is not already familiar with and prepare a report on the self-learning experience; and,</li> <li>• Be able to critically monitor and keep a written log of the strategic implications of e-engagement observed in the everyday management environment of a nominated organisation.</li> </ul>			
	<p><b>Module-Specific Digital Skills and Competences</b></p> <ul style="list-style-type: none"> <li>• Identify, test and make use of appropriate digital information sources; and,</li> <li>• Develop their skills in the identification, interpretation and use of digital techniques</li> </ul>			
<b>Hours of Total Learning for this Module</b>	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
<b>Total Learning Hours of this Module</b>	200 Hours			
<b>Mode of Delivery</b>	Fully Face-to-Face Learning			
<b>Total Number of ECTS of this Module</b>	8.0 MQF Level 7 ECTS			
<b>Module Teaching</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital</p>			

	<p>discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>
<p><b>Module Assessment</b></p>	<p>A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p> <p>Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.</p> <p>Students following the module will normally have the following assessment regime:</p> <ul style="list-style-type: none"> <li>- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.</li> <li>- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</li> <li>- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.</li> </ul> <p>To successfully complete the module an overall pass mark of 40% must be achieved.</p> <p>Reassessment will take place in the same form as above or equivalent.</p> <p>All assessments will be submitted via the internationally recognised plagiarism software Turnitin.</p>

<b>Module 09</b>	
<b>Title of the Module</b>	<b>GCM-M09 Global Purchasing and Supply</b>
<b>Module Description</b>	<p>Global purchasing and supply management has evolved from a transactional buying activity to a strategic business operation. This module will provide students with detailed and higher level knowledge on how to plan and execute an effective procurement strategy that supports corporate goals and wider business objectives.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
<b>Learning Outcomes</b>	Competences
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to demonstrate informed, realistic and practical strategic purchasing and supply decisions based on an analysis of complex problems;</li> <li>• Be able to demonstrate critical high level competence and techniques in the key principles and techniques in global purchasing and supply;</li> <li>• Be able to conduct detailed supplier appraisals including financial viability and stability;</li> <li>• Be able to effectively conduct challenging and complex negotiations and the development of effective and robust business relationships;</li> <li>• Be able to undertake complex life-cycle costings and associated spend analyses; and,</li> <li>• Be able to involve suppliers in the process of improving business competitiveness.</li> </ul>
	Knowledge
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p>



Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:

- The role of purchasing and supply in a global context including international trade and INCOTERMS;
- How to conduct in-depth supplier appraisal analysis;
- Effective supply Chain Management and development;
- The use of ICT in purchasing and supply decision-making and management;
- The benefits and potential downsides of outsourcing products and services;
- Life cycle costing processes;
- Corporate Social Responsibility and compliance;
- and,
- Measurement of purchasing and supplier performance.

#### Skills

Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:

#### **Applying knowledge and understanding**

- Be able to understand and apply the key principles of Purchasing and Supply Chain Management;
- Be able to effectively apply practical techniques typically used by Purchasing Managers;
- Be able to conduct detailed supplier appraisals; and,
- Be able to effectively measure purchasing and supplier performance.

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

- Be able to perform critical evaluations and analysis using practical techniques; and,
- Be able to make informed and high level strategic decisions based on complex business situations and cases.

	<b>Module-Specific Communication Skills</b>			
	<ul style="list-style-type: none"> <li>• Be able to critically present and communicate ideas with peers;</li> <li>• Be able to write effectively demonstrating critical thinking, application of concepts and justification of recommendations;</li> <li>• Be able to undertake autonomous and independent research activity; and,</li> <li>• Be able to work effectively and creatively in teams.</li> </ul>			
	<b>Module-Specific Learner Skills</b> The successful learner will be able to conduct supplier appraisals for the compliance of corporate social responsibility.			
	<b>Module-Specific Digital Skills and Competences</b>			
	<ul style="list-style-type: none"> <li>• Be able to identify, test and make use of appropriate digital information sources; and,</li> <li>• Be able to develop their skills in the identification, interpretation and use of digital techniques.</li> </ul>			
<b>Hours of Total Learning for this Module</b>	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
<b>Total Learning Hours of this Module</b>	200 Hours			
<b>Mode of Delivery</b>	Fully Face-to-Face Learning			
<b>Total Number of ECTS of this Module</b>	8.0 MQF Level 7 ECTS			
<b>Module Teaching</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time</p>			

	<p>employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>
<p><b>Module Assessment</b></p>	<p>A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p> <p>Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.</p> <p>Students following the module will normally have the following assessment regime:</p> <ul style="list-style-type: none"> <li>- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.</li> <li>- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</li> <li>- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.</li> </ul> <p>To successfully complete the module an overall pass mark of 40% must be achieved.</p> <p>Reassessment will take place in the same form as above or equivalent.</p> <p>All assessments will be submitted via the internationally recognised plagiarism software Turnitin.</p>

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Module 13	
Title of the Module	GCM-M13 Enterprise for Managers
<b>Module Overview</b>	<p>This Master’s level module is designed to help students to learn how to run a real business by doing just that: learning the key skills and knowledge needed to set up, run, sustain and develop a viable and successful business in times of constant change. The module equips students with a robust advanced knowledge base and the required skill sets essential to be able to successfully exploit emerging business opportunities and then how to manage the new venture with a long term focus and strategy.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
	Competences
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to critically appraise whether a proposed business start-up is a sound and sustainable business proposition;</li> <li>• Be able to critically and effectively sell business products and/or services to discretionary purchasers;</li> <li>• Be able to apply the opportunities for securing business start-up funding, including the European Union funding assistance framework; and,</li> <li>• Have the competency to be able to successfully negotiate with a financial institution for a loan or other form of funding assistance for a proposed business start-up.</li> </ul>

<b>Learning Outcomes</b>	<b>Knowledge</b>
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:</p> <ul style="list-style-type: none"> <li>• Entrepreneurs and entrepreneurialism in the modern world: definitions, trends and responses;</li> <li>• Entrepreneurial behaviours;</li> <li>• Social Enterprise activities;</li> <li>• Effective business planning and scenario planning;</li> <li>• Entities and business ownership and regulation;</li> <li>• What it means to be ‘not just a small business’;</li> <li>• Legal considerations in establishing and running a successful business;</li> <li>• Your market: finding and maintaining customers;</li> <li>• Costing and pricing;</li> <li>• Sources of funding to help establish and then sustain business development and growth (grants, EU funding, business and bank loans);</li> <li>• Creativity in business development and evolution; and,</li> <li>• Managing a business in the virtual world.</li> </ul>
<b>Learning Outcomes</b>	<b>Skills</b>
	<p>Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:</p>

### **Applying knowledge and understanding**

- Be able to critically appraise different aspects of entrepreneurialism in its contemporary usage based on a sound theoretical understanding and engagement with empirical examples;
- Be able to critically discuss whether successful entrepreneurs have shared behavioural and mind-set characteristics;
- Be able to critically analyse the contribution of small and growing businesses to different global economies based on a critical reading and analysis of academic and professional materials;
- Be able to critically discuss the extent to which specific skills and attitudes may characterise the development of successful new businesses; and,
- Be able to critically analyse the circumstances in which an entrepreneurial mind can be appropriate in respect of public service operations.

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

- Be able to critically determine whether a proposed business start-up is a feasible proposition for sustainable viability and future growth;
- Be able to effectively distinguish between a life style business preference and a scalable trading business; and,
- Be able to critically understand the causal factors as to why businesses may fail, have the skills to identify and analyse business performance data, and have the skills to propose when a business activity is no longer viable and trading should cease.

### ***Additional Module-Specific Communication Skills***

- Be able to create persuasive presentations, using relevant data and robust evidence to support the case being made;
- Be able to present a clear, coherent and robust business proposal to a potential funder in a time limited 'elevator pitch';
- Be able to present and negotiate a persuasive case with colleagues for potentially problematic issues such as, by means of example, the introduction of an equity and profit sharing scheme in lieu of salary increases; and,
- Be able to critically investigate sources of funding (other than their own) through discussion and negotiation with providers.

### ***Additional Module-Specific Learner Skills***

	<ul style="list-style-type: none"> <li>▪ Be able to critically evaluate their capacity for self-employment and successful business proprietorship; and,</li> <li>▪ Be able to recognise the circumstances when it may be appropriate to recruit individuals with different skills set into the growing business in order to sustain development and evolution.</li> </ul>			
	<p><b><i>Module-Specific Digital Skills and Competences</i></b></p> <ul style="list-style-type: none"> <li>• Be able to identify, test and make use of appropriate digital information sources; and,</li> <li>• Be able to develop their skills in the identification, interpretation and use of digital techniques.</li> </ul>			
<b>Hours of total learning for this Module</b>	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
<b>Total Learning Hours of this Module</b>	200 Hours			
<b>Mode of Delivery</b>	Fully Face-to-Face Learning			
<b>Total Number of ECTS of the Module</b>	8.0 MQF Level 7 ECTS			
<b>Module Teaching</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>			
<b>Module Assessment</b>	A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations,			

	<p>assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p> <p>Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.</p> <p>Students following the module will normally have the following assessment regime:</p> <ul style="list-style-type: none"> <li>- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.</li> <li>- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</li> <li>- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.</li> </ul> <p>To successfully complete the module an overall pass mark of 40% must be achieved.</p> <p>Reassessment will take place in the same form as above or equivalent.</p> <p>All assessments will be submitted via the internationally recognised plagiarism software Turnitin.</p>
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Module 15	
<b>Title of the Module</b>	<b>GCM-M15 Human Resource Management in Practice</b>
<b>Module Description</b>	<p>This module equips managers in the 21st Century by providing:</p> <ul style="list-style-type: none"> <li>• insights into the behavioural dynamics of employees at individual, group and organisational level</li> </ul>



	<ul style="list-style-type: none"> <li>• knowledge and understanding of the human resource management practices that might be applied within organisations so that employees can be managed to best effect.</li> </ul> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
<b>Educational Objectives</b>	<p>Competences</p>
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Be able to critically apply relevant skills and knowledge to influence and manage positive change at an organisational level;</li> <li>• Be able to demonstrate a strong and detailed theoretical understanding of how staff might best be organised and deployed in order to achieve organisational objectives and the ways in which empirical evidence can be used in such analysis;</li> <li>• Be able to critically understand, and have the confidence to effectively translate, appropriate theoretical concepts from the discipline of human resource management to the workplace;</li> <li>• Be able to set and achieve personal and, as appropriate, organisational goals;</li> <li>• Be able to contribute effectively to the selection process for staff vacancies;</li> <li>• Be able to critically understand best practice in developing and building high performance teams;</li> <li>• Be able to undertake a critical assessment of an organisational unit and the ways in which the employees in that area are functioning; and,</li> <li>• Be able to select an appropriate individual(s) to successfully undertake an organisational project.</li> </ul>
	<p>Knowledge</p>

Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:

- How to undertake employee performance appraisals and implement outcomes for organisational gain;
- Recruitment, selection and employee contracts;
- Effective organisational succession planning;
- The principles and practices of effective organisational development;
- The background, study, development, and importance of understanding organisational behaviours;
- The role of individual differences in organisational dynamics;
- How employees learn and techniques of reinforced learning;
- The differences between power, politics and influence in organisational dynamics, their sources and how they can be employed to influence behaviours and how they can be controlled;
- Theories and techniques of effective leadership;
- The importance of group dynamics, and the causes and management of conflict within organisations;
- The techniques and skills used to build high performance teams;
- How the culture of an organisation can evolve and how cultural change might be effected for organisational gain;
- Discipline and employee dismissal in organisations; and,
- Effective employee remuneration frameworks.

#### Skills

Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:

#### **Applying knowledge and understanding**

- Be able to apply relevant knowledge from their studies in organisational behaviour and human resource management to the workplace;

- Be able to effectively manage processes associated with the recruitment and selection, appointment, induction and progression of staff in an organisation;
- Be able to positively influence the attitudes and behaviours of individuals and groups in workplace settings based on theoretical underpinnings and empirical observation;
- Be able to apply relevant skills to influence and cope with change at the organisational level based on an awareness of studies in this field; and,
- Be able to effectively interview staff for appraisal and disciplinary purposes and understand both the theoretical and legal context to these activities.

***Judgment Skills and Critical Abilities***

- Be able to effectively apply the fundamentals of building high performance teams;
- Be able to form realistic and viable judgements based on a critical analysis of available evidence and empirical data of different employee behaviours and dynamics;
- Be able to apply high levels of integrity in making judgements on organisational staffing matters; and,
- Be able to form effective judgements based on available evidence and empirical data in respect of the effective deployment of an organisation's staffing complement.

***Module-Specific Communication Skills***

- Be able to effectively present arguments for and about proposed organisational changes having regard to socio-cultural research into organisational change and how employees respond to change and feelings of uncertainty;
- Be able to critically discuss and empirically illustrate the various, and sometimes opposing, theories presented in extant research regarding organisational behaviour and human resource management; and,
- Be able to explain to a potentially critical audience the observations they may have presented regarding observed workplace behaviours and possible change strategies.

***Module-Specific Learner Skills***

- Be able to critically appreciate and effectively implement the importance of continual learning and development as part of an individual's personal development process as well as enhancing organisational capacity and effectiveness; and,

	<ul style="list-style-type: none"> <li>Be able to demonstrate advanced and persuasive writing and communication skills as an aid to effective self and team human resource management.</li> </ul>	
	<p><b>Module-Specific Digital Skills and Competences</b></p> <ul style="list-style-type: none"> <li>Be able to identify, test and make use of appropriate digital information sources; and,</li> <li>Be able to develop their skills in the identification, interpretation and use of digital techniques.</li> </ul>	
<b>Hours of Total Learning for this Module</b>	Total Contact Hours <input type="text" value="40"/>	Assessment Hours <input type="text" value="30"/>
	Self-Study Hours <input type="text" value="130"/>	
<b>Total Learning Hours of this Module</b>	200 Hours	
<b>Mode of Delivery</b>	Fully Face-to-Face Learning	
<b>Total ECTS Credits for This Module</b>	8.0 MQF Level 7 ECTS	
<b>Module Teaching</b>	<p>The module will be delivered through a flexible combination of modern face-to-face lectures, webinars, seminars and discussion forums, tutorials, group work, case studies, guest speakers, organisational visits and independent study.</p> <p>Delivery of the module has close regard to the needs of learners. Accordingly, much of the learning is either delivered at times to suit those learners who may have day time employment or child care commitments or made available in a supported teaching format. At all times, the views and needs of students are taken into account. By means of example, theoretical concepts might typically be delivered to students in modern face-to-face lecture formats which may then be further developed through subsequent interactions based around small group seminars, group case study analysis and digital discussions. Modern face-to-face and interactive learning sessions encourage students to critically examine key elements of business and management. In addition to attendance at formal learning sessions, students are expected to undertake independent self-study in order to support their individual learning journeys.</p>	

<b>Module Teaching</b>	<p>A range of assessment methods appropriate to the subject material being taught will be used to assess the module including, by means of example, written examinations, assignments, individual and group project work, and assessed presentations. The assessment load will be equivalent to some 4,000 words at Level 7.</p> <p>During the course of the module all students will be given at least one formative feedback or feedforward event. This will be provided during the semester in which the module is taken and in time to be useful in the completion of summative work on the module. Feedback on formative assessed work will typically be provided within 15 working days of submission, or in time to be of use in subsequent assessments within the module. Students will gain feedback on their understanding of any material given to them in the class. Students may, of course, also ask questions in lectures to help them to assess their knowledge. Feedback will comprise verbal feedback on students' questions/group discussion, overall feedback on various aspects of the module, and through written feedback on individual assignments.</p> <p>Written, summative feedback will be delivered through the coursework grades and the detailed comments provided by the marker(s). Summative marks will be returned on a published timetable, which will be made clear to students on the programme at the start of the academic year.</p> <p>Students following the module will normally have the following assessment regime:</p> <ul style="list-style-type: none"> <li>- Written examination: this will typically account for some 40% of the final grade and takes the form of a written examination under controlled conditions.</li> <li>- Individual Essay(s): this will typically account for some 40% of the final grade and takes the form of a specialised essay. Students will be required to explore an emerging trend or topic within the theory and practice of the module discipline. This will require an extensive search of the relevant academic and practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</li> <li>- Group work: this will typically account for some 20% of the final grade and takes the form of a report. A selection of the groups will be invited to present or pitch at the end of the module to a panel.</li> </ul> <p>To successfully complete the module an overall pass mark of 40% must be achieved.</p> <p>Reassessment will take place in the same form as above or equivalent.</p> <p>All assessments will be submitted via the internationally recognised plagiarism software Turnitin.</p>
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Module 29	
<b>Title of the Module</b>	<b>GCM-M29 Dissertation/Major Project</b>
<b>Module Description</b>	This module is designed to allow students the opportunity to engage in a rigorous piece of personal and independent research arising out of their programme of study and allied to their professional field, and to present their findings through a dissertation.

	<p>Students must demonstrate a high level of understanding of the principles of research and show competence in the design, justification and conduct of a research project.</p> <p>The subject content of the Dissertation/Major Project has to be closely and tangibly related to the students' intended award outcome.</p> <p>The module is delivered at Level 7 in the Malta Qualifications Framework. Accordingly, the content of this module is specialised and reflects current knowledge in the discipline. Students will be expected to demonstrate critical awareness of knowledge, competency and skills issues relating to the module content, equivalent to MQF Level 7 expectations.</p>
<b>Learning Outcomes</b>	Competences
	<p>Students on the module will be expected to manage and transform work or study contexts that are complex and unpredictable and that may require new strategic approaches. Students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, for reviewing the strategic performance of teams.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the responsibility and autonomy equivalent to MQF level 7 to:</p> <ul style="list-style-type: none"> <li>• Critically monitor and assess the circumstances within and around an organisation to determine when to recommend research projects be developed and approved;</li> <li>• Have the knowledge, understanding and authority to authorise the commissioning of appropriate organisation-relevant research projects; and.</li> <li>• Be able to implement research projects if so commissioned.</li> </ul>
	Knowledge
	<p>Students studying this module will develop a comprehensive knowledge and understanding that is founded upon, and enhances, that knowledge typically associated with study of this discipline as part of an undergraduate level qualification. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline.</p> <p>Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have been exposed to the following MQF Level 7 knowledge:</p> <ul style="list-style-type: none"> <li>• The identification, planning, organisation, and implementation of a research project within an allocated timeframe; and,</li> <li>• The effective presentation of appropriate findings to an informed academic audience in either written or written and oral form.</li> </ul>
	Skills

**Learning  
Outcomes**

Students on the module will be expected to demonstrate specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures. Students will also be expected to be able to demonstrate the ability to integrate knowledge from different fields.

Directly linked to the Maltese Qualification Framework Level 7 descriptors and required learning outcomes at MQF Level 7, at the end of the module the successful learner will have acquired the following MQF Level 7 skills:

**Applying knowledge and understanding**

- Critically review, analyse and understand the existing knowledge base related to their proposed project; and,
- Demonstrate through advanced knowledge and understanding of various research methods and their appropriate application to the chosen research topic.

***Judgment Skills and Critical Abilities***

- Critically determine what the scope of an identified research project should be in relation to the dissertation period of a Master's degree, and successfully complete the project;
- Critically compare the efficacy and quality of a student-generated research report against other similar outputs; and,
- Critically assess whether an apparent research project encountered in everyday business merits fresh research specific to the circumstances of a type completed through successful completion of this module.

***Additional Module-Specific Communication Skills***

- Write a well-researched and effectively written continuous research report of some 10,000 to 12,000 words in length for an informed and critical readership;
- Present relevant statistical information to a peer group using the most appropriate and relevant analysis methods;
- Critically explain complex and problematic statistical data to a group of peers; and,
- Effectively discuss a short research project that the student has carried out to justify the means of data collection and the analysis employed.

***Additional Module-Specific Learner Skills***

- Undertake appropriate continued personal professional development and research opportunities;
- Critically evaluate the requirements for learning and development related to research methods for different staff within a nominated organisation;

	<ul style="list-style-type: none"> <li>Effectively and critically study research reports in specialist media with confidence and understanding; and,</li> <li>Be able to effectively mentor colleagues in their use of appropriate research approaches and presentation of research outcomes.</li> </ul>			
	<p><b>Module-Specific Digital Skills and Competences</b></p> <ul style="list-style-type: none"> <li>Identify, test and make use of appropriate digital information sources; and,</li> <li>Develop their skills in the identification, interpretation and use of digital techniques.</li> </ul>			
<b>Hours of total learning for this Module</b>	Total Contact Hours	10	Supervised Placement and Practice Hours	10
	Self-Study Hours	610	Assessment Hours	20
<b>Total Learning Hours of this Module</b>	650 Hours			
<b>Mode of Delivery</b>	Fully Face-to-Face Learning			
<b>Total Number of ECTS of the Module</b>	26.0 MQF Level 7 ECTS			
<b>Module Teaching</b>	Each student will be allocated a supervisor who will help them with the development of their project proposal, oversee progress with the project, comment as appropriate on draft materials produced by the student and be available to assist the student with the project, as appropriate.			
<b>Module Assessment</b>	<p>The dissertation/major project is assessed via the production of a dissertation of some 10,000 to 12,000 words in length.</p> <p>Where necessary, a <i>viva voce</i> will be conducted in those instances where the provisional mark is considered to be a marginal pass.</p> <p>Reassessment will take place in the same form as above or equivalent.</p>			



