



Study World Global College Malta

Postgraduate Diploma in
Management

Overall Course Description	
Mode of Delivery	Fully Face-to-Face Learning
Title of the Qualification / Award	<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"> • Master of Business Administration (MBA) • Master of Business Administration (Logistics and Supply Chain Management) (MBA (Logistics and Supply Chain Management)) • Master of Science in Leadership and Change Management (MSc Leadership and Change Management) • Master of Science in Management (MSc Management) • Master of Science in Management with Human Resources (MSc Management with Human Resources) • Master of Science in Marketing Management (MSc Marketing Management) • Master of Science in Tourism and Events Management (MSc Tourism and Events Management) • Master of Science in Health and Social Care Management (MSc Health and Social Care Management) • Executive Master of Business Administration (EMBA)
Proposed MQF Level	MQF Level 7
Hours of Total Learning	<p>Total Contact Hours</p> <p>330</p>
Hours of Total Learning Total Learning Hours	<p>Self-Study Hours</p> <p>1650</p>
Hours of Total Learning Total Learning Hours	2250

Hours of Total Learning Total Learning Hours	Contact Hours Delivered Fully Online	Supervised Placement and Practice Hours 10
Blended Learning Total number of ECTS for Programme Completion	90 ECTS	Assessment Hours 260
Attendance	Full-Time	
Duration	12 months	
Audience	Ages 19- 65+	
Language of Instruction	English	
Target Audience	Middle to Senior organisational managers in commercial for profit organisations, the public sector and the voluntary sector.	
Entry Requirements	<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"> • Business and management acumen; • Confidence and interpersonal skills; • Effective communication and motivational skills; • Organisational and delegation skills; • Forward planning and strategic thinking skills; • Problem-solving, decision-making and innovation skills; • Commercial awareness skills; and, 	

	<ul style="list-style-type: none"> • High-level human resource management and mentoring skills. <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>Entry Requirements Overall Description of the Programme Suite</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"> • 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 • 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 • 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. <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>Entry Requirements Overall Description of the Programme Suite</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) (https://ncfhe.gov.mt/en/services/Pages/All%20Services/mqric.aspx) 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 (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).</p>
<p>Entry Requirements Overall Description of the Programme Suite</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"> • 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

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>
General Assessment Methods	<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
Total ECTS Requesting Accreditation	250 MQF Level 7 ECTS				
Total ECTS for Programme Completion	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"> ○ Award in Concepts and strategies of International Marketing Management (Management, Marketing) (MQF Level 7, 8.0 ECTS) ○ Award in Consumer Behaviour Insights (Management, Marketing) (MQF Level 7, 8.0 ECTS) ○ Award in Services and Relationship Marketing (Management, Marketing) (MQF Level 7, 8.0 ECTS) ○ Award in Using Digital Marketing and Social Media to gain competitive advantage (Marketing, Management) (MQF Level 7, 8.0 ECTS) ○ Award in The Travel and Tourism Business (Management, Tourism) (MQF Level 7, 8.0 ECTS) ○ Award in Entrepreneurship in the Tourism, Events and Hospitality Industry (Management, Tourism) (MQF Level 7, 8.0 ECTS) ○ Award in Digital Marketing and Social Media in Tourism and Events Management (Management, Tourism) (MQF Level 7, 8.0 ECTS) ○ Award in Managing an Event (Management, Tourism) (MQF Level 7, 8.0 ECTS) ○ Award in Transforming Healthcare Management Services (Management, Healthcare) (MQF Level 7, 8.0 ECTS) ○ Award in Strategic Management in Healthcare settings (Management, Healthcare) (MQF Level 7, 8.0 ECTS) ○ Award in Implementing Change in Health and Social Care practice (Management, Healthcare) (MQF Level 7, 8.0 ECTS) ○ Award in Fundamentals in Healthcare Quality Improvement (Management, Healthcare) (MQF Level 7, 8.0 ECTS) <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>
Structure of Programme	<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	
Module 01	
Title of the Module	GCM-M01 Marketing in Practice
Module Description	<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>
Learning Outcomes	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"> • Be able to critically analyse and demonstrate the relative importance of marketing to a specific business or organization; • 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; • Be able to supervise and monitor marketing spend as part of a continuing campaign for a specified organization; and, • Be able to demonstrate the necessary competencies to be able to be responsible for generating customer interaction in an organisation's market research approaches.
	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"> • Be able to evaluate complex options for further continuous professional development in marketing; • Be able to study, research, and be aware of alternative cultural approaches to marketing; and, • Be able to research persuasive writing and creative skills as an aid to self and team development. 			
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • 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. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total ECTS of this Module	8.0 MQF Level 7 ECTS			
Module Teaching	<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>Module Assessment</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"> - 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. <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>

Module 02	
Title of the Module	GCM-M02 Accountancy and Finance
Module Description	<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>
Learning Outcomes	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"> • Be able to produce competent draft accounts for an organisation; • Be able to create a competent budget incorporating both annual and capital expenditure evaluating the appropriate balance of these; • 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; • Be able to demonstrate an ability to be able authorise expenditure against budget; and, • Be able to monitor regularly-reported management accounts and authorise remedial action where relevant.
	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>Additional Module-Specific Communication Skills</p> <ul style="list-style-type: none"> • Be able to explain in detail to a general audience the annual financial statements of a public or private organisation; • Be able to illustrate to decision-makers a project investment proposal based on researching the various investment options; • Be able to explain to colleagues a complex proposed form and justify the consequences of investment in a capital project; and, • Be able to review the proposed budget of an organisation with stakeholders and draw comparison with other comparable organisations. 	
	<p>Additional Module-Specific Learner Skills</p> <ul style="list-style-type: none"> • Be able to undertake appropriate continued specialist professional development; • 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; • Be able to study in detail financial reports in specialist media with confidence and understanding; and, • Be able to mentor colleagues in financial management. 	
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • Be able to identify, test and make use of appropriate digital information sources; and, • Be able to develop their own skills in the identification, interpretation and use of digital techniques. 	
Hours of Total Learning for this Module	Total Contact Hours 40	Assessment Hours 30
	Self-Study Hours 130	
Total Learning Hours of this Module	200 Hours	

Mode of Delivery	Fully Face-to-Face Learning
Total Number of ECTS of the Module	8.0 MQF Level 7 ECTS
Instructional Module	<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>
Module Assessment	<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"> - 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.

Module 03	
Title of the Module	GCM-M03 Research Methods
Module Description	<p>This module provides students with a detailed and contemporary understanding of qualitative and quantitative research activities, as applied in a business and management context. The module will not only support students prior to commencing their dissertation but also help students to understand how data interpretation can support their role in effectively managing organisations at a senior level.</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>
Learning Outcomes	<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"> • Be able to monitor complex circumstances within and around an organisation to determine when to recommend research projects be developed and approved; • Be able to authorise the commissioning of appropriately complex organisation-relevant research projects; and, • Be able to manage complex projects if so commissioned by the organisation.
	<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> <ul style="list-style-type: none"> • Sources and uses of data; • Questionnaire development, analysis and interpretation;

Learning Outcomes	<ul style="list-style-type: none"> • The use of appropriate electronic data collection and analysis applications; • Probability theory and application; • Descriptive statistics; • Correlation and Regression; • Data analysis topics and tools; • Interviews and interviewing using organisational 'grey' data; and, • Action Research.
	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>Applying knowledge and understanding</p> <ul style="list-style-type: none"> • Be able to demonstrate research and statistical skills to identify appropriate research methods for a Master's level dissertation; • Based on sound research, be able to design the appropriate means of collecting or accessing data from a population or organisation which is of research interest; • Be able to explain, based on critical analysis, why either quantitative or qualitative data collection is appropriate to a specific research project; • Be able to plan the collection of complex data from a relevant research population either through quantitative or qualitative means; • Be able to prepare a detailed research questionnaire and an interview schedule; • Be able to demonstrate comprehension of large scale data sets and their value for research for management and business purposes; and, • Be able to interpret casual relationships and be able to undertake informed forecasting.
	<p><i>Judgment Skills and Critical Abilities</i></p> <ul style="list-style-type: none"> • Be able to determine what scope of research project is appropriate to the dissertation of a Master's degree; • Be able to critically evaluate the efficacy and quality of a quantitatively-based research report published in an academic journal; and,

	<ul style="list-style-type: none"> • Be able to critically assess whether an apparent research project encountered in everyday business merits fresh research specific to the circumstances or whether decisions can be made based on secondary research sources. 	
	<p><i>Additional Module-Specific Communication Skills</i></p> <ul style="list-style-type: none"> • Be able to write a detailed report of a high level piece of quantitative research for a non-specialist readership; • Be able to present relevant and complex research data information to a peer group using the most appropriate and relevant methods; • Be able to explain complex and problematic statistical data to a group of peers; • Be able to discuss a detailed research project that the student has carried out to justify the means of data collection and the analysis employed; and, • Be able to explain and interpret casual datasets. 	
	<p><i>Additional Module-Specific Learner Skills</i></p> <ul style="list-style-type: none"> • Be able to undertake appropriate continued personal professional development in specialist research fields; • Be able to evaluate the requirements for learning and development related to research methods for different staff within a nominated organisation; • Be able to study complex research reports in specialist media with confidence and understanding and develop assurance in order to explain these to colleagues and peers; and, • Be able to mentor colleagues in their use of research approaches. 	
	<p><i>Module-Specific Digital Skills and Competences</i></p> <ul style="list-style-type: none"> • Identify, test and make use of appropriate digital information sources; and, • Develop their skills in the identification, interpretation and use of digital techniques. 	
<p>Hours of total learning for this Module</p>	<p>Total Contact Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">40</div>	<p>Assessment Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">30</div>

	Self-Study Hours	130	
Total Learning Hours of this Module	200 Hours		
Mode of Delivery	Fully Face-to-Face Learning		
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS		
Module Teaching	<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>		
Module Assessment	<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.

Module 04	
Title of the Module	GCM-M04 Strategic Management
Module Description	<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>
Learning Outcomes	<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"> • Be able to critically analyse the internal and external environment of the organisation; • Be able to create a detailed strategic plan for a chosen organisation; • Be able to represent complex views underlying the strategic plan to the most senior decision-making team of an organisation; and, • Be able to produce a detailed monitoring report on the progress of the strategic plan based on research of the detailed circumstances.
	<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.

Hours of total learning for this Module	Total Contact Hours 40	Assessment Hours 30
	Self-Study Hours 130	
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of the Module	8.0 MQF Level 7 ECTS	
Module Teaching	<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>	
Module Assessment	<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.

Module 05	
Title of the Module	GCM-M05 Organisational Behaviour and Human Resource Management
Module Description	<p>The study of organisational behaviour and Human Resource Management underpins Strategy, Leadership and Change Management. The module will provide the learner with a detailed understanding of current and emerging global practice in respect of managing and developing an organisation's human capital.</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>
Learning Outcomes	<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"> • Have the competency to effectively supervise a staff team; • Be able to identify, set, and achieve complex personal and staff goals; • Have the competency to be able to manage a department or section of an organisation, including the personnel within it; • Have the competency to be able to select an appropriate person(s) to recruit to an identified organisational post; and, • Have the competency to be able to select an appropriate person(s) to undertake a successful project.
	<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

- Demonstrate high level knowledge of the background, study and theory, development, and importance of organisational behaviour;
- Have a high level understanding of the role of individual differences in organisational dynamics;
- Have a high level understanding of how employees learn and adopt techniques of reinforced learning;
- Have a high level understanding of the differences between power, politics, and influence, in organisations, their sources, and how they are employed and controlled;
- Have a high level understanding of the techniques of, and ideas about, effective high level leadership;
- Have a high level understanding of the importance of group dynamics, and the causes and management of conflict within organisations;
- Have a high level understanding of How the culture of an organisation develops and how it might be changed;
- Have a high level understanding of the implications of cross-cultural differences for managing different employees in different cultures;
- Have a high level understanding of the management of human resources in multi-site contexts (either within or between countries) in a way that makes it possible to see the main similarities and the main differences between them; and,
- Have a high level understanding of the ways in which national differences have influenced employment policies and practices of different countries and the ways by which international companies have responded to them.

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 critically apply key aspects of organisational behaviour and human resource management to the business environment;

- Be able to demonstrate high level understanding of the attitudes and behaviours of individuals and groups at work;
- Be able to recognise how to influence and cope with change at the organisational level; and,
- Be able to effectively apply the appropriate research concepts from organisational behaviour and human resource management to the workplace.

Judgment Skills and Critical Abilities

- Be able to identify all relevant research information before decisions are made;
- Be able to make complex decisions based on sound evidence and research;
- Be able to effectively appraise geographical or cultural differences based on research in examining situations, and choose relevant approaches; and,
- Show high levels of integrity in making judgements.

Additional Module-Specific Communication Skills

- Be able to explain in detail and with appropriate knowledge and confidence why they have reached a decision that they have chosen; and,
- Be able to critically discuss the various and sometimes contradictory theories presented in the research of organisational behaviour and human resource management.

Additional Module-Specific Learner Skills

- Be able to undertake appropriate continued personal professional development in appropriate specialist areas;
- Be able to research and evaluate the requirements for further learning and development amongst staff and recommend provision for this; and,
- Be able to research and evaluate the appropriate modes of learning for staff within the immediate working team.

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.

Hours of total learning for this Module	Total Contact Hours 40	Assessment Hours 30
	Self-Study Hours 130	
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of the Module	8.0 MQF Level 7 ECTS	
Module Teaching	<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>	
Module Assessment	<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"> - 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. <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 06	
Title of the Module	GCM-M06 Leadership
Module Description	<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>
	<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>

Learning Outcomes	<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"> • Be able to effectively apply higher level leadership behaviours in different organisational circumstances; • Be able to effectively collaborate with colleagues to ensure the development of complementary and appropriate leadership approaches across the organisation; and, • Be able to critically monitor leadership behaviours across an organisation through a formal and continuing research process.
	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"> • The nature of leadership; • Leadership models; • Global leadership and different cultural values; • The leader/follower balance; • Organisational policy and power bases; • Leading and implementing change: the change management process; • Organisational change; • Leadership and change; and, • Individuals and teams and different leadership demands.
Learning Outcomes	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 high level awareness of the role of leadership in an organisation, based on research findings;
- Be able to define and apply what leadership interventions are appropriate in different complex settings based on an awareness of appropriate research studies;
- Be able to undertake a critical leadership intervention in a given set of organisational circumstances; and,
- Be able to apply higher level leadership skills in the work setting with staff and colleagues.

Judgment Skills and Critical Abilities

- Be able to assess the morale and work-related behaviours of any nominated work team through research into personnel attitudes and behaviours;
- Be able to assess the leadership models applied in a nominated case study organisation; and,
- 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.

Additional Module-Specific Communication Skills

- Be able to present a complex case for change to a group of staff, based on clear evidence;
- 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;
- Be able to critically discuss the leadership qualities apparently demonstrated in a large public organisation; and,
- With relevant criticality, be able to explain to decision makers why an appropriate form of leadership intervention should be introduced in an organisation.

	<p>Additional Module-Specific Learner Skills</p> <ul style="list-style-type: none"> • Be able to take advantage of opportunities for self-development in leadership using different approaches in different settings; • Be able to engage in leadership diagnostic exercises as vehicles to research one's own behaviors and attitudes; and, • Be able to critically analyse different historical leadership behaviors by men and women in different countries and cultures. 			
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • Identify, test and make use of appropriate digital information sources; and, • Develop their skills in the identification, interpretation and use of digital techniques. 			
Hours of total learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of the Module	8.0 MQF Level 7 ECTS			
Module Teaching	<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</p>			

	<p>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>Module Assessment</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"> - 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. <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>

Title of the Module	GCM-M07 Economics
<p>Module Description</p>	<p>This module introduces students to the functions of Economics, with a particular focus on organisations, theories and their operating environment, society, law and almost everything else in life. It is an understanding of fundamental theories, how people, organisations, and countries control their money, cost vs profits, which are valuable skills to any employer. It is a study of competition, monopolies, the psychology, of why people make the decisions they make, how markets function, and how resources are spread out around the world. Furthermore, students will be given a deeper insight into the activities which affect small businesses and economies.</p> <p>Economics is studied in two main strands whereby students gain an understanding of key micro and macro-economic principles and their relevance to some of the fundamental challenges facing society across the globe:</p> <ul style="list-style-type: none"> • Microeconomics is the study of how individual parties (people, groups, and businesses) use their wealth. • Macroeconomics looks at entire economies. The unemployment, inflation, and monetary challenges of cities, countries, and continents. <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>
	<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"> • Be able to draw a detailed supply and demand chart; • Be able to use cost curves to critically determine courses of action within an organisation; • Be able to recommend market-based solutions appropriate to the organisation; • Be able to conduct appropriately detailed economic research appropriate to the organisation;

<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Be able to undertake a detailed analysis of the causes of economic failure in a government organisation or sector; • Be able to advise a manager on the mix of their business costs; • Be able to critically describe how systems of economic theory approach a given problem; • Be able to select an appropriate mix of economic policies for a nominated country; and, • Be able to provide appropriately detailed advice on future economic union developments.
	<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> <ul style="list-style-type: none"> • Microeconomics; • The definition and application of economics; • Demand and Supply; • Markets and their dynamism; • Government intervention in Markets; • Measuring the Efficiency of Markets; • Monopoly activities; • Cost and cost controls; • Managerial Economics and the theory of the firm; • Goods which impose costs on others; • Taxation principles and practices; • The circular flow of income; • Measuring economic activity; • The determinants of macroeconomic activity; • Inflation, Deflation and Unemployment; • Government policy objectives in economics;

- International trade; and,
- The European Union and the costs and benefits thereof.

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 how markets coordinate economic activity and produce equilibrium prices and quantities;
- Be able to apply the mutual benefit from trade between individuals and between countries based on research of the impacts;
- Have a detailed understanding of the main determinants of macroeconomic (aggregate) economic activity, its principal measures, and how it changes over time;
- Be able to understand and demonstrate why taxation is a necessary part of a modern economy;
- Be able to evaluate market outcomes for policy purposes
- Be able to critically analyse what impact economic events in the last decade have had on different countries and companies/organisations; and,
- Be able to advise others, specialist and non-specialist alike, of the working of, and the problems and opportunities created by, the European Union.

Judgment Skills and Critical Abilities

- Be able to distinguish between different forms of economic organisation;
- Be able to critically determine what economic policy might be more appropriate given current economic circumstances in any nominated country;
- Be able to critically assess the differences between fixed and variable costs;
- Be able to critically analyse through research which type of taxation is appropriate for specified activities and transactions;
- Be able to choose the best option in government policy from those available to ensure success in desired economic outcomes; and,

- Be able to provide critical advice on membership or not of economic unions such as the European Union.

Module-Specific Communication Skills

- Be able to brief a non-specialist group on the main features of recent changes in the global economy and the impact of this on a nominated company or organisation based on sound research;
- Be able to critically analyses the role of government in the economy;
- Be able to produce detailed pictoral representations diagram illustrating the actions of aggregate supply and demand;
- Be able to explain in detail the continuity of economic thought since Adam Smith; and,
- Be able to explain in detail to managers why economic trends, and other economic information, are vital to the success or failure of their organisation.

Module-Specific Learner Skills

- Be able to undertake appropriate continued personal and professional development to develop appropriate specialised awareness;
- Be able to critically assess reports and opinion of economic matters in the business media with confidence and understanding;
- Be able to critically interpret graphs and other diagrammatic modes of data presentation; and,
- Be able to critically evaluate how economic theory can underpin social decisions such as salary bargaining and incentives and investment in personal purchases

Module-Specific Digital Skills and Competences

- Identify, test and make use of appropraite digital information sources; and,
- Develop their skills in the identification, interpretation and use of digital techniques.

Hours of Total Learning for this Module

Total Contact Hours

40

Assessment Hours

30

	Self-Study Hours	130	
Total Learning Hours of this Module	200 Hours		
Mode of Delivery	Fully Face-to-Face Learning		
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS		
Module Teaching	<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>		
Module Assessment	<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"> - 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. <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	
Title of the Module	GCM-M08 e-Business
Module Description	<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

Learning Outcomes	<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"> • Be able to critically analyse the internal e-business capacity of an organisation; • Be able to create a detailed e-business plan for a chosen organisation; • 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, • Be able to produce a detailed monitoring report on the progress of the agreed organisational strategic plan.
	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"> • The concepts, principles and theories of e-business; • e-business economics; • Digital and social media and e-marketing; • e-business strategies and strategic planning; • e-business strategy implementation; • e-supply chain, CRM issues and fulfillment; • e-business legislative constraints and options; • e-business project management; • e-business investment; people; applications; third parties;

- Digital and personal security; and,
- Social implications of 'virtual' business models – the fabric of community life.

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, 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;

	<ul style="list-style-type: none"> • 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. 			
	<p>Module-Specific Learner Skills</p> <ul style="list-style-type: none"> • Be able to undertake appropriate continued personal professional development based on research into contemporary e-business developments; • 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, • 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. 			
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • Identify, test and make use of appropriate digital information sources; and, • Develop their skills in the identification, interpretation and use of digital techniques 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS			

<p>Module Teaching</p>	<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>
<p>Module Assessment</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"> - 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.

	<ul style="list-style-type: none"> - 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. <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 09	
Title of the Module	GCM-M09 Global Purchasing and Supply
Module Description	<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>
	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"> • Be able to demonstrate informed, realistic and practical strategic purchasing and supply decisions based on an analysis of complex problems; • Be able to demonstrate critical high level competence and techniques in the key principles and techniques in global purchasing and supply; • Be able to conduct detailed supplier appraisals including financial viability and stability; • Be able to effectively conduct challenging and complex negotiations and the development of effective and robust business relationships;

Learning Outcomes	<ul style="list-style-type: none"> • Be able to undertake complex life-cycle costings and associated spend analyses; and, • Be able to involve suppliers in the process of improving business competitiveness.
	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"> • 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
	<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>Applying knowledge and understanding</p> <ul style="list-style-type: none"> • 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.

	<p>Judgment Skills and Critical Abilities</p> <ul style="list-style-type: none"> • 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. <p>Module-Specific Communication Skills</p> <ul style="list-style-type: none"> • Be able to critically present and communicate ideas with peers; • Be able to write effectively demonstrating critical thinking, application of concepts and justification of recommendations; • Be able to undertake autonomous and independent research activity; and, • Be able to work effectively and creatively in teams. 			
	<p>Module-Specific Learner Skills</p> <p>The successful learner will be able to conduct supplier appraisals for the compliance of corporate social responsibility.</p>			
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • 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. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			

Total Number of ECTS of this Module	<p style="text-align: center;">8.0 MQF Level 7 ECTS</p>
Module Teaching	<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>
Module Assessment	<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"> - 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

	<p>practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</p> <ul style="list-style-type: none"> - 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. <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 10	
Title of the Module	GCM-M10 Strategies for Logistics and Supply Chain Management
Module Description	<p>This module is designed to give students a specialised knowledge within the growing field of supply chain management. A well-implemented supply chain management system has been identified as a key tool in the success of today's leading businesses. Effective Logistics and Supply Chain Management involves the co-ordination, production, shipment and delivery of goods from the point of production to the point of consumption.</p> <p>Learners will develop their knowledge, skills and competences in respect of operations, supply chain management, logistics and purchasing. Furthermore, learners will obtain an in-depth knowledge in the field of supply chain 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>
	<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>

Learning Outcomes	<ul style="list-style-type: none"> • Be able to demonstrate advanced competence in the key principles which underpin the formulation of an effective logistics strategy; • Be able to undertake detailed performance measurement in logistical operations; • Be able to critically apply logistical concepts (e.g. horizontal collaboration or the postponement principle); and, • Be able to formulate a detailed supply chain management strategy which will integrate with an overall wider organisational business strategy.
	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"> • The scope and evolution of logistics; • The contribution of logistics at a micro and macro level; • Emerging trends in logistics and supply chain management; • How Corporate Strategy interfaces with Logistics and Supply Chain Management; • How logistics and supply chain strategies are formulated; • Current trends in Logistics and Supply Chain Management; • How good customer service is important for effective Logistics and Supply Chain Management operations; and, • How to undertake logistics and supply chain management performance measurement.
	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>Applying knowledge and understanding</p>

- Be able to critically apply the principles that underpin the formulation of effective logistical strategy;
- Be able to effectively manage the relationship between logistics and supply chain management and an organisation's overall business strategy;
- Be able to apply complex performance measurement in logistics and chain management; and,
- Be able to effectively apply the principles of effective outsourcing practices .

Judgment Skills and Critical Abilities

- Be able to effectively analyse information to formulate supply chain management solutions; and,
- Be able to conduct a detailed case study analysis which leads to the formulation of solutions to solving supply chain issues.

Module-Specific Communication Skills

- Be able to critically present and communicate ideas and solutions to peer groups;
- Be able to demonstrate critical thinking, applications of concepts and the ability to synthesis and justify recommendations;
- Be able to research autonomously and be able to work independently in solving logistics and supply chain problems; and,
- Be able to work in teams and solve logistics and supply chain scenarios creatively.

Module-Specific Learner Skills

The successful learner will be able to conduct appraisals of supply chain management strategies.

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.

Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS			
Module Teaching	<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>			
Module Assessment	<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</p>			

	<p>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"> - 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. <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 11	
Title of the Module	GCM-M11 Strategic Change
Module Description	<p>The World is a rapidly changing environment and this change impacts on the way that organisations behave and respond. This module will equip students with the theoretical and advanced practical models and techniques that can help support them, as managers, to bring about effective and positive organisational change via people and processes.</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

Learning Outcomes	<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. In addition, students will be expected to take responsibility for contributing to professional knowledge and practice and, where appropriate, develop the skills and capability 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"> • Be able to critically apply the key concepts of organisational change; • Be able to critically apply relevant models and techniques which are useful to implementing change management across a variety of different contextual scenarios; • Be able to effectively apply best practice in human resource management practices relating to organisational change management; • Be able to develop effective strategies to overcome any barriers to change that might occur during change implementation projects; • Be able to recognise the key competencies of change agents and their impact on both the organisation and internal/external stakeholders; and, • Be able to effectively plan, manage and control projects successfully and on time.
	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"> • The history and development of strategic change management; • Models for organisational analysis and change management (e.g. DICE tool, Kotter's 8-step process); • Effective and timely project planning and control; • Culture and Change Management; • Managing strategies for change transition; • Performance and Reward Management; • Resistance and barriers to change; and, • Leading through change.

Learning Outcomes	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>Applying knowledge and understanding</p> <ul style="list-style-type: none"> • Be able to critically synthesise organisational situations/issues which can utilise strategic change techniques and their application by applying concepts; • Be able to demonstrate high level familiarity with research journals and up-to-date studies in change management theory; and, • Be able to critically apply the core principles of project planning and control. <p>Judgment Skills and Critical Abilities</p> <ul style="list-style-type: none"> • Be able to assess complex situations that are strategic change related; • Be able to undertake effective forcefield analysis; • Be able to undertake a high level stakeholder analysis; • Be able to communicate with confidence to a wider audience on key findings based on publications on strategic change topics; and, • Be able to effectively apply key skills related to managing change. <p>Additional Module-Specific Communication Skills</p> <ul style="list-style-type: none"> • Be able to discuss with confidence and authority amongst peers appropriate case-studies.
	<p>Additional Module-Specific Learner Skills</p> <ul style="list-style-type: none"> • 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.
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • Be able to identify, test and make use of appropriate digital information sources; and,

	<ul style="list-style-type: none"> Be able to develop their skills in the identification, interpretation and use of digital techniques. 	
Hours of total learning for this Module	Total Contact Hours 40	Assessment Hours 30
	Directed Self-Study Hours 130	
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of the Module	8.0 MQF Level 7 ECTS	
Module Teaching	<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>	

Module Assessment	<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"> - 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. <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 12	
Title of the Module	GCM-M12 Business Models
Module Details	<p>This module explores the critical linkage between a business strategy and organisational operations. The module will give students an understanding of how business strategies develop and emerge with organisations, how organisational business models can evolve, help them classify the various types of business model and enable them to learn how business models can emphasise an organisation's strengths and help protect the organisation from internal and external pressures.</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>
<p>Learning Outcomes</p>	<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"> • Be able to critically understand the link and association between strategy and operations by applying business models; and, • Be able to critically examine operational areas which can provide an organisation with a key competitive advantage.
	<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> <ul style="list-style-type: none"> • The development, evolution and application of effective business strategies; • The effectiveness of alternative business models; • The nature of Quality and Value Propositions; and, • The application of value propositions in the global world.
	<p>Skills</p>
	<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>

Learning Outcomes	<p>Applying knowledge and understanding</p> <ul style="list-style-type: none"> • Be able to demonstrate critical awareness of recent developments in strategic theory and practice; • Be able to critically evaluate how business models are helping to re-shape organisational strategic thinking; and, • Be able to detail how quality and value propositions are being applied in the modern world. <p>Judgment Skills and Critical Abilities</p> <ul style="list-style-type: none"> • Be able to critically utilise business models to help solve complex situations and problems; and, • Be able to read with understanding and appropriate application professional journals and apply critical thinking and synthesis to best practice. <p>Additional Module-Specific Communication Skills</p> <ul style="list-style-type: none"> • Be able to demonstrate high level presentational skills and technological skills to be able to create persuasive and effective presentations, using relevant data and robust evidence to support the case being made. 			
	<p>Additional Module-Specific Learner Skills</p> <ul style="list-style-type: none"> • Be able to effectively and critically research journal articles; and, • Be able to effectively critique extant literature and use the information gained to enhance their own understanding and skills base. 			
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • 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. 			
Hours of total learning for this Module	Total Contact Hours	40	Assessment Hours	30

	Self-Study Hours	130	
Total Learning Hours of this Module	200 Hours		
Mode of Delivery	Fully Face-to-Face Learning		
Total Number of ECTS of the Module	8.0 MQF Level 7 ECTS		
Module Teaching	<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>		
Module Assessment	<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"> - 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. <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
Module Overview	<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>

- Managing a business in the virtual world.

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 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			
	<ul style="list-style-type: none"> • 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"> ▪ Be able to critically evaluate their capacity for self-employment and successful business proprietorship; and, ▪ 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. 			
	Module-Specific Digital Skills and Competences			
	<ul style="list-style-type: none"> • 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. 			
Hours of total learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of the Module	8.0 MQF Level 7 ECTS			

<p>Module Teaching</p>	<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>
<p>Module Assessment</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"> - 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.

	<ul style="list-style-type: none"> - 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. <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 14	
Title of the Module	GCM-M14 International Management
Module Overview	<p>In today's ever changing world and the increasing blurring of economic boundaries, expanding international trade, the ease of data transfer and the rise of the global citizen mean that if businesses are to retain their relevance and remain successful then they must be able to continually adapt to cultural and technological challenges.</p> <p>This module provides learners with an in-depth analysis of contemporary international business activities, allowing them to develop their skills and expertise in prevailing international marketing and communications as well as enhance their understanding of cultural and ethical contexts.</p> <p>The knowledge and skills learnt during this module will provide the learner with both high level business knowledge and relevant international business skills, a powerful combination of skills that are very desirable to potential employers.</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"> • Be able to critically understand the concepts of international business at a time of unprecedented globalisation and global change;

Learning Outcomes	<ul style="list-style-type: none"> • Be able to critically understand the contemporary international business environment and the influencing factors of politics, social and culture, economics, technology and the law; • Be able to critically understand the dynamics of global strategy including markets, competitiveness and emerging change factors; • Be able to critically understand cross-cultural management and international business expectations; • Be able to critically understand international business ethics and corporate social responsibility; and, • Be able to critically understand how international operations can impact upon marketing and promotion, operational decision-making and organisational structures and design.
	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"> • The socio-economic and business factors that can influence how a business operates in the international context; • The internal and external factors that business have to assess and manage if they are to be successful in implementing an international business strategy; • The strategies by which a business may extend its operations internationally; • The differences and complexities of international marketing strategies; and, • The different roles played by various international bodies in the setting of operational frameworks for internationalised business.
	Skills
Learning Outcomes	<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>Applying knowledge and understanding</p>

- Be able to critically apply both theoretical and practical factors relevant to international trading to assess the prospects for a business to potentially develop international activities;
- Be able to develop a complex business plan to facilitate an overseas expansion scheme for a firm operating in a specific industry sector; and,
- Be able to design a detailed overseas marketing plan for a specific trading sector.

Judgment Skills and Critical Abilities

- Be able to critically analyse the benefits and associated risk factors of developing an international business venture, using both theoretical concepts and empirical examples;
- Be able to critically compare investment costs and the potential return on investment of expanding into different countries for a chosen business; and,
- Be able to critically evaluate the ethical, cultural and environmental aspects of sourcing products out of a chosen developing economy.

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 international partner for a chosen business in a specified country; and,
- Be able to critically investigate sources of international funding (other than their own) to assist with international business expansion through discussion and negotiation with providers.

Additional Module-Specific Learner Skills

- Be able to critically evaluate their capacity and skills for operating in an international context;
- Be able to develop an effective orientation and familiarisation strategy for those staff who may be expected to operate outside their domestic country environment on a periodic or full-time basis; and,
- Be able to apply appropriate skills in circumstances when it may be appropriate to recruit individuals with a different skills set into the growing business in order to sustain development and evolution.

Module-Specific Digital Skills and Competences

	<ul style="list-style-type: none"> • 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. 			
Hours of total learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of the module	8.0 MQF Level 7 ECTS			
Module Teaching	<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>			
Module Assessment	<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</p>			

	<p>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"> - 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. <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	
Title of the Module	GCM-M15 Human Resource Management in Practice
Module Description	<p>This module equips managers in the 21st Century by providing:</p> <ul style="list-style-type: none"> • insights into the behavioural dynamics of employees at individual, group and organisational level • knowledge and understanding of the human resource management practices that might be applied within organisations so that employees can be managed to best effect.

	<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>
<p>Learning Outcomes</p>	<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"> • Be able to critically apply relevant skills and knowledge to influence and manage positive change at an organisational level; • 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; • 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; • Be able to set and achieve personal and, as appropriate, organisational goals; • Be able to contribute effectively to the selection process for staff vacancies; • Be able to critically understand best practice in developing and building high performance teams; • Be able to undertake a critical assessment of an organisational unit and the ways in which the employees in that area are functioning; and, • Be able to select an appropriate individual(s) to successfully undertake an organisational project.
	<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>

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,
- Be able to demonstrate advanced and persuasive writing and communication skills as an aid to effective self and team human resource management.

	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • 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. 	
<p>Hours of Total Learning for this Module</p>	<p>Total Contact Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">40</div>	<p>Assessment Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">30</div>
	<p>Self-Study Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">130</div>	
<p>Total Learning Hours of this Module</p>	<p>200 Hours</p>	
<p>Mode of Delivery</p>	<p>Fully Face-to-Face Learning</p>	
<p>Total Number of ECTS of this Module</p>	<p>8.0 MQF Level 7 ECTS</p>	
<p>Module Teaching</p>	<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>	
<p>Module Teaching</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"> - 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. <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 16	
Title of the Module	GCM-M16 Employee Development
Module Description	Successful employee development is an essential part of effective human resource management and plays a vital role in assisting organisations to utilise their most important asset, their employees, in order to remain competitive, innovative and responsive. This module focuses on the learning and development of employees in

	<p>the workplace and the enhancement of their skills, competences and organisational contribution.</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>
Learning Outcomes	<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"> • Be able to undertake a critical, comprehensive and effective training skills needs analysis; • Be able to critically apply competency-based performance enhancement systems and procedures; • Be able to design and evaluate a complex staff development training programme for staff at various organisational levels; and, • Have an informed awareness of the various training methods used in modern human resources management and a detailed critical understanding of possible future trends and developments.
	<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> <ul style="list-style-type: none"> • Technology-based training methodologies; • Competency-based human resource systems; • Effective employee development and career management; • Talent spotting and promotional leadership;

- The principles and practices of effective employee development;
- How to undertake an effective organisation training needs assessment;
- Strategic training and development;
- The staff development learning process and the transfer of training skills to employees;
- Staff development programme design;
- The evaluation of staff development activities;
- The range of training methods used in organisational staff development;
- Social Responsibility: Legal issues, managing diversity and career challenges; and,
- The possible future of staff training and development.

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 a variety of training methods used in effective employee development;
- Be able to develop and apply an effective staff training programme;
- Be able to effectively apply the concepts of a training needs analysis; and,
- Be able to critically assess the effectiveness of employee development plans.

Judgment Skills and Critical Abilities

- Be able to apply the fundamentals of effective staff development training;
- Be able to apply high levels of integrity in making judgements on organisational staff development matters; and,
- Be able to form informed and effective judgements based on available evidence and empirical data in respect of the effective development of an organisation's staffing complement.

Module-Specific Communication Skills

- Be able to explain to a potentially critical audience the observations they may have presented regarding staff training needs and development;

	<ul style="list-style-type: none"> • Be able to critically discuss and empirically illustrate employment development issues; and, • Be able to effectively present arguments for and about proposed staff development, appreciating how employees may respond to change and feelings of uncertainty. 			
	<p>Module-Specific Learner Skills</p> <ul style="list-style-type: none"> • Be able to critically implement the importance of continual learning and development as part of an individual’s personal development process as well as enhancing organisational capacity; • Be able to critically examine the distinctive individual responses to different organisational forms and operational/structural changes and the needs and benefits of staff development within that context; • Be able to value all cultures and backgrounds and avoid stereotyping; and, • Be able to demonstrate high level effective and persuasive writing and communication skills as an aid to effective self and team human resource development. 			
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> • 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. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			

Total Number of ECTS of this Module	<p style="text-align: center;">8.0 MQF Level 7 ECTS</p>
Module Teaching	<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>
Module Assessment	<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"> - 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

	<p>practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</p> <ul style="list-style-type: none"> - 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. <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 17	
Title of the Module	GCM-M17 Concepts and strategies of International Marketing Management
Module Description	<p>It is increasingly difficult for many organisations to restrict their services to domestic markets only. Accordingly, knowledge of international issues is of vital importance to all organisations whether they are actively involved in foreign markets or have foreign competitors in their home market.</p> <p>This module seeks to provide an overview of international marketing issues and strategies and develop an appreciation of conducting business in foreign markets. The module will introduce students to the international market environment, the principles underlying the development and implementation of marketing strategies across and within foreign countries and the differing cultural contexts that must be taken into account when operating in international markets.</p> <p>The module will develop students' critical thinking and ability to apply and adapt theories to case studies in international marketing. In exploring the international marketing mix, students will enhance their managerial confidence in operating in increasingly diverse and less understood environments, develop their awareness of cultural issues in international marketing and also the impact of ethical issues and corporate social responsibility in international markets.</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>
Learning Outcomes	Competences:
Autonomy and Responsibility	<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>

Knowledge and Understanding	<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"> • Be able to apply the key theoretical concepts of international marketing; • Be able to conduct marketing activities in foreign markets; • Be able to apply an organisation’s marketing mix in international marketing contexts; and, • Be able to critically examine the various international marketing strategies employed by businesses in global markets. •
	<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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.</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"> • the various theoretical concepts related to international marketing; • the application of international marketing theory in order to develop effective international marketing strategies; • the choice of various entry mode strategies employed by organisations in global markets; and, • the various international marketing mix strategies employed by organisations that operate in an international context.
	<p>Skills:</p>
Applying Knowledge and Understanding	<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> <ul style="list-style-type: none"> • Be able to critically evaluate key international marketing concepts, theory and practice; • Be able to critically evaluate an organisation’s international marketing strategy and marketing mix decisions;

	<ul style="list-style-type: none"> • Be able to critically apply theoretical frameworks to real-world international marketing situations; • Be able to effectively communicate analyses of international marketing situations to others in small groups; and, • Be able to identify modifications to existing knowledge structures and theoretical frameworks and therefore to propose new areas for investigation, new problems, new or alternative applications or methodological approaches. 			
	<p>Module-Specific Learner Skills</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 be able to:</p> <ul style="list-style-type: none"> • Be able to contribute proportionately to group coursework in the discussion of international marketing strategies and behaviours and in the creation of potential strategies to respond to case study materials; • Be able to write a detailed international marketing strategy; and, • Be able to critically reflect on and communicate their own views and critical thought of international marketing within a class setting. 			
	<p>Module-Specific Digital Skills and Competences</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 be able to:</p> <ul style="list-style-type: none"> • Be able to communicate and exchange complex ideas and arguments about international marketing with others; • 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. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			

Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS
Explain how this module will be taught	<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 directed self-study in order to support their individual learning journeys.</p> <p>The indicative content for this module covers the following areas:</p> <ul style="list-style-type: none"> • Global marketing research; • The global marketing environment; • The choices faced by organisations when determining which international markets to enter; • International market entry strategies; • Global marketing strategies and activities; • Cultural issues in international marketing; • The impact of ethical issues and corporate social responsibility in international markets; • Implementing and coordinating a global marketing strategy and operating plan; • International market exit strategies; and, • Emerging international marketing issues.
Explain how this particular module will be assessed	<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</p>

	<p>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"> - 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. <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 18	
Title of the Module	GCM-M18 Consumer Behaviour Insights
Module Description	<p>Establishing close and productive relationships with customers is considered to be key to marketing success, and customer equity has become an important marketing performance indicator. The advent of digital technology and social media have had a major impact on the nature of customer relationships. Today, companies are seeking to engage the customer by creating interactive, participative marketing landscapes. The module provides students with the opportunity to explore theories and leading-edge research findings and apply knowledge by conducting small group discussion and/or activities. The module requires students' active participation.</p> <p>Based on a solid understanding of traditional customer relationship management and contemporary customer engagement theories, this module discusses the creation of high quality and engaging customer experiences designed to secure repeat business.</p>

	<p>The module will be of particular value to students planning careers in marketing. The module is designed for students with some background in basic marketing concepts.</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>
Learning Outcomes	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"> • Be able to critically evaluate consumer behaviour concepts and theories; • Be able to critically analyse factors affecting consumer behaviour; • Be able to critically evaluate relevant literature in consumer behaviour; • Be able to effectively apply consumer behaviour theories to inform marketing strategies/recommendations; and, • Be able to present research ideas based on a critical evaluation of theory and practice. •
	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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.</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"> • the key aspects and dimensions of understanding customers as individuals in terms of: motivation; perception; learning attitude formation and change; and their personalities;

- the key aspects and dimensions of understanding customers within their cultural and social settings by considering the influences of reference groups, families, and culture;
- the underlying theories of consumer behaviour and apply concepts of the consumer decision-making process in both consumer and business-to business markets;
- the definition and creation of strategic marketing tools, pricing, communication and promotion responses, which are pertinent to the customer and the stage of purchase; and,
- how to effectively relate consumer behaviour learning to the issues of satisfaction and loyalty and service consumption and evaluation.

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:

- Be able to critically examine and understand the managerial significance of consumer behaviour theory;
- Be able to develop an interdisciplinary and theoretically informed critical understanding of consumer behaviour;
- Be able to critically evaluate approaches and techniques relevant to consumer understanding and management;
- Be able to illustrate complex multifaceted aspects of consumer behaviour in examining marketing problems and challenges; and,
- Be able to identify modifications to existing knowledge structures and theoretical frameworks and therefore to propose new areas for investigation, new problems, new or alternative applications or methodological approaches.

Module-Specific Learner Skills

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 be able to:

- Be able to contribute proportionately to group coursework in the discussion of consumer behaviour and in the creation of potential strategies to respond to case study materials;
- Be able to write a detailed consumer relationship strategy; and,

	<ul style="list-style-type: none"> Be able to critically reflect on and communicate their own views and critical thought on consumer behaviours within a class setting. 			
	<p>Module-Specific Digital Skills and Competences</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 be able to:</p> <ul style="list-style-type: none"> Be able to communicate and exchange complex ideas and arguments about consumer behaviour with others; 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. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS			
Explain how this module will be taught	<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 directed self-study in order to support their individual learning journeys.</p> <p>The indicative content for this module covers the following areas:</p> <ul style="list-style-type: none"> • An introduction to consumer behaviour; • The psychology of consumer behaviour (including, by means of example, perception, motivation, values, and attitudes); • The concepts of Self, including multiple-selves, extended-self and virtual-selves; • The sociological aspects of consumer behaviour (including, by means of example, income, status, class, education, family structure); • Individual learning and decision-making in the context of consumer behaviour; • The impact of group dynamics, opinion leaders and online communities on consumer behaviour; • Cultural and cross-cultural aspects of consumer behaviour; • Lifestyle and ethics in consumer behaviour; and, • Consumer behaviour in the digital era.
<p>Explain how this particular module will be assessed</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"> - 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

	<p>practitioner-based literature and students will need to make reference to both academic and industrial/practitioner sources in their written work.</p> <ul style="list-style-type: none"> - 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. <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 19	
Title of the Module	GCM-M19 Services and Relationship Marketing
Module Description	<p>This module develops an understanding of the particular challenges, opportunities and strategies which are encountered by different types of service business. The module has two distinct elements: services marketing and relationship marketing.</p> <p>The module initially introduces the principles of services marketing. The services sector, such as telecommunications, financial services, hospitality, transportation services, healthcare, and professional services, accounts for over three-quarters of Gross Domestic Product and employment in most developed countries. In light of the growing importance of services in local and global economies, it is important to understand the functionality of service offerings. This module will explore the distinctive characteristics of services and explore how these characteristics affect the marketing approaches used by organisations.</p> <p>The second part of the module explores the principles of relationship marketing combined with the meaning and application of services and relationship marketing across different service contexts. The module will use real-world business scenarios thereby providing students with an opportunity to examine management decision-making and enhancing their study skills, such as independent research, analytical skills, as well as critical thinking. The module will also explore the growing incidence of customer experience design and 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>
Learning Outcomes	Competences:

<p>Autonomy and Responsibility</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"> • Be able to critically explain how the services sector operates in developed economies; • Be able to critically define and illustrate the main components of the services marketing theory; • Be able to critically appraise the way in which services marketing theory can be practically applied in the service sector; • Be able to develop and justify critical alternative marketing approaches that can be used by service managers; and, • Be able to present complex material relating to the topics both verbally and in written form. •
<p>Knowledge and Understanding</p>	<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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.</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"> • the role and importance of the service sector in developed economies; • the key components of marketing management and strategy in services; and, • the theories applicable to service challenges and opportunities in services. <p>Skills:</p>
<p>Applying Knowledge and Understanding</p>	

	<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> <ul style="list-style-type: none"> • Be able to critically evaluate the characteristics of services and importance of consumer behaviour in services; • Be able to critically analyse employees' and customers' roles in service delivery; • Be able to apply a critical understanding of the role of service innovations and technology in enhancing customer engagement and experience; and, • Be able to apply a complex services marketing communications strategy. 			
	<p>Module-Specific Learner Skills</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 be able to:</p> <ul style="list-style-type: none"> • Be able to contribute proportionately to group coursework in the discussion of service sector marketing scenarios; and, • Be able to critically reflect upon and communicate their own views and critical thought of the use of service sector sales techniques within a class setting. 			
	<p>Module-Specific Digital Skills and Competences</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 be able to:</p> <ul style="list-style-type: none"> • identify, test and make use of appropriate digital information sources; and, • develop their skills in the identification, interpretation and use of digital techniques. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			

Mode of Delivery	Fully Face-to-Face Learning
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS
Explain how this module will be taught	<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 directed self-study in order to support their individual learning journeys.</p> <p>The indicative content for this module covers the following areas:</p> <ul style="list-style-type: none"> • Models and approaches to services and relationship marketing; • Consumer decision-making process; • Positioning core and supplementary services; • Service quality and customer experience; • Designing and managing service processes; • Building and managing long-term customer relationships; • Customer experience design and management: • Managing customer complaints and misbehavior; and, • Managing business relationships.
Explain how this particular module will be assessed	<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</p>

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.

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.

Module 20	
Title of the Module	GCM-M20 Using Digital Marketing and Social Media to gain competitive advantage
Module Description	<p>Marketing increasingly occurs in a digital world and marketing graduates require specific knowledge and understanding of the impacts that digital technologies have had on marketing practice and consumer behaviour.</p> <p>This module accordingly introduces students to the core principles of how digital marketing and social media can help organisations to gain a competitive advantage. Information and communication technology is constantly and rapidly changing the way companies interact with consumers. Technological evolution continues apace and marketers are seeking to exploit it in new, creative ways. This module provides a comprehensive framework for understanding the contextual, strategic and operational issues involved in the application of digital transformation to marketing.</p> <p>The module will be of particular value to students planning careers in digital marketing and marketing consulting. The module is designed for students with some background in basic marketing concepts.</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>
Learning Outcomes	Competences:
Autonomy and Responsibility	<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"> • Be able to critically evaluate current developments, the opportunities and challenges of marketing technologies and discuss their future prospects; • Be able to critically identify issues in developing marketing strategies for the web and the mobile wireless web; • Be able to critically analyse the key issues involved in developing a digital marketing strategy; • Be able to critically assess and design, implement and measure the success of an online promotional marketing campaign; and,

Knowledge and Understanding	<ul style="list-style-type: none"> • Be able to critically analyse digital marketing strategies for the web and the mobile wireless web. •
	Knowledge:
Applying Knowledge and Understanding	<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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.</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"> • the theoretical frameworks used to help address digital marketing challenges; • how alternative digital marketing strategies are designed to take advantage of changing consumer trends; and, • how to locate and use appropriate marketing resources to research and produce marketing plans use digital technologies to address challenges.
	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> <ul style="list-style-type: none"> • Be able to analyse the contemporary digital marketing landscape and the key challenges facing the industry, informed by both academic and practitioner literature; • Be able to apply complex processes related to marketing in the digital world and the organisational context in which it is undertaken; • Be able to critically analyse the contribution of different digital technologies to effectively meet marketing goals; • Be able to critically apply key ethical and regulatory aspects of digital marketing communications and practices; and, • Be able to develop a complex digital marketing campaign.
Module-Specific Learner Skills	

	<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 be able to:</p> <ul style="list-style-type: none"> • Be able to contribute proportionately to group coursework in the creation of a video with viral potential and a supporting presentation setting out why the video has viral potential; • Be able to write a detailed digital marketing plan; and, • Be able to critically reflect on and communicate their own views and critical thought of the use of digital marketing technologies within a class setting. 			
	<p>Module-Specific Digital Skills and Competences</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 be able to:</p> <ul style="list-style-type: none"> • communicate and exchange ideas and arguments about marketing using digital technologies with others; • have knowledge of the production of digital marketing content with viral potential; • identify, test and make use of appropriate digital information sources; and, • develop their skills in the identification, interpretation and use of digital techniques. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS			
Explain how this module will be taught	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>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 directed self-study in order to support their individual learning journeys.</p> <p>The indicative content for this module covers the following areas:</p> <ul style="list-style-type: none"> • An introduction to Digital Marketing and Social Media; • Strategic models for the Virtual World; • Understanding Online Buyer Behaviour; • Marketing Research and Planning; • The online Marketing Mix; • Relationship technologies in a digital world and customer relationship management; • Communication strategies; • Evaluating digital channel performance; and, • Emerging digital technologies and future prospects.
<p>Explain how this particular module will be assessed</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"> - 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.

Module 21	
Title of the Module	GCM-M21 The Travel and Tourism Business
Module Description	<p>The travel and tourism industry comprises several main sectors including, by means of example, accommodation, visitor attractions, travel distribution, and sub-sectors of transportation including aviation, cruise, land-based transport and transport infrastructure. The module explores the economic and operational characteristics of each sector and sub-sector, and the ways in which they interact in the production of travel and tourism products and services.</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>
Learning Outcomes	<p>Competences: – at the end of the module/unit the learner will have acquired the responsibility and autonomy to:</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"> • Be able to critically describe the systems, structures and inter-relationships between different sectors of the international tourism industry; • Be able to critically appraise how technology and innovation can enhance destination and tourism experiences; • Be able to outline complex concepts relating to international tourism demand and supply in the management of destinations and businesses; • Be able to identify the critical issues relating to impact studies and sustainability; and, • Be able to critically interpret management needs in the key business areas within the tourism sector. <p>Knowledge – at the end of the module/unit the learner will have been exposed to the following:</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>

- Identify the key components involved in the study and understanding of the travel and tourism industry, and appreciate the role of these sectors in travel and tourism as a whole;
- Understand the main economic and operating characteristics of accommodation, visitor attractions, travel distribution, aviation, cruise and land-based transport sectors;
- Identify the major operators and explain the industrial structure of the sectors; and,
- Evaluate the major influences on the sectors and explain the major trends.

Skills – at the end of the module/unit the learner will have acquired the following skills:

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 6 to:

The learner will be able to:

- Be able to critically examine systems, structures and the inter-relationships between the different sectors of the international tourism industry;
- Be able to critically apply concepts relating to tourism demand and supply;
- Be able to critically apply key concepts and theories relating to the management of international tourism destinations, including impact studies and sustainability;
- Be able to critically examine business operations and management in the context of the international tourism industry; and,
- Demonstrate higher level skills in critical thinking, group-working, communication, academic research and writing.

Module-Specific Communication Skills

The learner will be able to:

- Be able to convey complex structures and coherent ideas to peers and supervisors on how to understand the significance of tourism and events management;
- Use critical judgmental and communication skills, using both quantitative and qualitative methods, to evaluate the role that tourism and events management plays in the global economy; and,
- Be able to convey complex ideas and messages on the role of tourism and events management in the global economy.

Module-Specific Digital Skills and Competences

The learner will be able to:

- Be able to demonstrate high level fluency in inputting information digitally using Excel or Word or PowerPoint presentations in order to assess the relationship between corporate social responsibility and sustainability; and,

	<ul style="list-style-type: none"> Be able to effectively use the internet to identify, download and store articles on tourism and events management. 	
Hours of Total Learning for this Module	Total Contact Hours 40	Assessment Hours 30
	Self-Study Hours 130	
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS	
Explain how this module will be taught	<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>This module introduces the core concepts and issues that relate to international tourism management. Key themes in relation to tourism, tourism destinations and tourism businesses will be explored including, but not limited to:</p> <ul style="list-style-type: none"> Exploring definitions, theories and types of tourism; The size, scale and importance of international tourism; Understanding supply and demand including seasonality, sectors, structures and stakeholders; Understanding the tourist including tourist typologies; Types of tourism destination, for example rural, coastal, urban and virtual places; Economic, socio-cultural, environmental, political impacts of tourism for destinations Sustainable tourism and an introduction to sustainable development and planning Understanding the operating environment of tourism businesses; Introduction to transport, accommodation, attractions, and tourism intermediaries; Technology, innovation and revenue management in tourism operations; 	

	<ul style="list-style-type: none"> • The regulatory environment including legal issues, risk, and health and safety; • Quality management and customer appraisal techniques; and, • Product design in relation to facilities, location, layout and visitor flow management. <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>
<p>Explain how this particular module will be assessed</p>	<ul style="list-style-type: none"> • Individual Report / Project Industry Based Assignment (3000 words – 75% weighing) • Power-Point-Presentation (Group x 2 students) constraint (1000 words – 25% weighing) • All assignments have to include theoretical and critical discussion and will be processed through Turnitin Software for Similarity. Students will be provided knowledge and understanding of how Academic Integrity is applied and how the Turnitin Similarity Report will be interpreted by the Assessors. Additionally, all assignments must be referenced with appropriate citations using the Harvard Referencing Style Guidelines. Both Academic Integrity and Referencing Style practice will be explained in a 2-hour session provided by the College to all students in the student induction phase prior to the commencement of the programme. <p>Reassessment will take place in the same form as above or equivalent.</p>

Module 22	
Title of the Module	GCM-M22 Entrepreneurship in the Tourism, Events and Hospitality Industry
Module	<p>Hospitality and tourism businesses significantly contribute to the European and world economy in terms of job creation, GDP contribution and have significant impact on local communities. The contribution of tourism to Malta's GDP in 2018 was 12.8%, making tourism one of the top five contributors to the economy. Total tourist expenditure was EUR 2.1 billion, an increase of 8% from 2017. In 2018, there were 3.2 million international arrivals, an 11.0% increase on 2017. Whilst tourism, events and hospitality have been hit by the Covid pandemic, as the world emerges from the pandemic growth in these areas is set to reoccur.</p> <p>The majority of tourism, events and hospitality businesses are small. However, the majority of research has been focused on management strategies of small business owners overlooking other perspectives. This module aims to provide students with a broader picture on tourism and hospitality entrepreneurs, encompassing both management and sociological perspectives and case studies from various settings, such as developing and transition economies. Such systematic and comprehensive overview of small businesses and entrepreneurship can add breadth and depth to knowledge and intellectual skill progression, and ultimate career development on graduation.</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>
Learning Outcomes	<p>Competences: – at the end of the module/unit the learner will have acquired the responsibility and autonomy to:</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"> • Be able to critically apply, within the hospitality and tourism context, complex theories and concepts of entrepreneurship and enterprise development; • Be able to critically evaluate the business environment, its impact on the hospitality and tourism industry sectors and potential for entrepreneurship and enterprise development;

	<ul style="list-style-type: none"> • Be able to effectively sell business products and/or services to discretionary purchasers; • Be able to critically assess the factors which can influence the development of enterprises operating within the hospitality and tourism sectors; and, • Be able to critically interpret and synthesise understanding and knowledge relative to the vocational domain.
	<p>Knowledge – at the end of the module/unit the learner will have been exposed to the following:</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 6 to:</p> <ul style="list-style-type: none"> • Understand entrepreneurs and entrepreneurialism in the modern world: definitions, trends and responses; • Understand Entrepreneurial behaviours and Social Enterprise activities; • Research and assess theories, paradigms, principles and concepts of entrepreneurship and small business; and, • Analyse and understand factors which influence the development, growth and failure of hospitality and tourism businesses.
	<p>Skills – at the end of the module/unit the learner will have acquired the following skills:</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 5 to:</p> <p>The learner will be able to:</p> <ul style="list-style-type: none"> • Research and assess theories, paradigms, principles and concepts of entrepreneurship and small business; • Critically interpret the relationship of entrepreneurship and small businesses to society and the economy and demonstrate an understanding of the role of entrepreneurship and small businesses in developing, transition and developed economies; • Understand the factors which can influence the development, growth and failure of hospitality and tourism businesses and possible remedial strategies; and, • Understand the management of entrepreneurship and small business development in relation to Tourism, Events and Hospitality businesses.
	<p><i>Judgment Skills and Critical Abilities</i> The learner will be able to:</p>

- Apply a comprehensive range of cognitive and practical skills to develop creative solutions towards interactive strategies; price and quality strategies and the game theory; and,
- Manage problems associated with international strategies and diversification and cultural diversity from a global context.

Module-Specific Communication Skills

The learner will be able to:

- Have the presentational skills and technological skills to be able to create persuasive presentations, using relevant data and robust evidence to support the case being made;
- Present a clear, coherent and robust business proposal to a potential funder in a time limited 'elevator pitch';
- Have the skills and knowledge to 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,
- Critically and successfully investigate sources of funding (other than their own) through discussion and negotiation with providers.

Module-Specific Learner Skills

The learner will be able to:

- Critically evaluate their capacity for self-employment and successful business proprietorship; and,
- 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.

Module-Specific Digital Skills and Competences

The learner will be able to:

- Identify, test and make use of appropriate digital information sources; and,
- Develop their skills in the identification, interpretation and use of digital techniques.

Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30
	Self-Study Hours	130		
Total Learning Hours of this Module	200 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS			
Explain how this module will be taught	<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>			
Explain how this particular module will be assessed	<ul style="list-style-type: none"> • Individual Report / Project Industry Based Assignment (3000 words – 75% weighing) • Power-Point-Presentation (Group x 2 students) constraint (1000 words – 25% weighing) • Important note: In class assignment and / or power point presentations will be replaced by take home individual assignment in Covid 19 circumstances – (25% weighing) • All assignments have to include theoretical and critical discussion and will be processed through Turnitin Software for Similarity. Students will be provided knowledge and understanding of how Academic Integrity is applied and how the Turnitin Similarity Report will be interpreted by the Assessors. Additionally, all assignments must be referenced with appropriate citations 			

	<p>using the Harvard Referencing Style Guidelines. Both Academic Integrity and Referencing Style practice will be explained in a 2-hour session provided by the College to all students in the student induction phase prior to the commencement of the programme.</p> <p>Reassessment will take place in the same form as above or equivalent.</p>
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Module 23	
Title of the Module	GCM-M23 Digital Marketing and Social Media in Tourism and Events Management
Module Description	<p>Marketing increasingly occurs in a digital world and marketing graduates require specific knowledge and understanding of the impacts that digital technologies have had on marketing practice and consumer behaviour.</p> <p>This module accordingly introduces students to the core principles of how digital marketing and social media can help organisations in the arena of Tourism and Events Management to gain a competitive advantage. Information and communication technology is constantly and rapidly changing the way companies interact with consumers. Technological evolution continues apace and marketers are seeking to exploit it in new, creative ways. This module provides a comprehensive framework for understanding the contextual, strategic and operational issues involved in the application of digital transformation to marketing in the area of Tourism and Events Management.</p> <p>The module will be of particular value to students planning careers in Tourism and Events 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>
Learning Outcomes	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</p>

learner will have acquired the responsibility and autonomy equivalent to MQF Level 7 to:

- critically evaluate current developments, the opportunities and challenges of marketing technologies and discuss their future prospects;
- Identify issues in developing marketing strategies for the web and the mobile wireless web;
- demonstrate an understanding and ability to analyse the issues involved in developing a digital marketing strategy;
- critically assess and design, implement and measure the success of an online promotional marketing campaign;
- effectively analyse digital marketing strategies for the web and the mobile wireless web; and,
- develop a range of generic skills relevant to the needs of existing and future managers, executives and professionals, irrespective of their sector of operation. These will include analysis and synthesis, oral and written communication, computing/IT literacy, critical reasoning, data analysis, organisation and planning, problem solving, independent and group working and research skills.

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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.

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 theoretical frameworks used to help address digital marketing challenges;
- how alternative digital marketing strategies are designed to take advantage of changing consumer trends; and,
- how to locate and use appropriate marketing resources to research and produce marketing plans use digital technologies to address challenges.

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.

	<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> <ul style="list-style-type: none"> • an ability to analyse the contemporary digital marketing landscape and the key challenges facing the industry, informed by both academic and practitioner literature; • an ability to understand core processes related to marketing in the digital world and the organisational context in which it is undertaken; • an ability to analyse the contribution of different digital technologies to effectively meet marketing goals; • an ability to understand and apply certain ethical and regulatory aspects of digital marketing communications and practices. • an ability to explore how companies make use of technological innovations to promote their activities; and, • an ability to develop and plan a digital campaign. 			
	<p>Module-Specific Learner Skills</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 be able to:</p> <ul style="list-style-type: none"> • have contributed proportionately to group coursework in the creation of a video with viral potential and a supporting presentation setting out why the video has viral potential; • have autonomously written a digital marketing plan; and, • reflect on and communicate their own views and critical thought of the use of digital marketing technologies within a class setting. 			
	<p>Module-Specific Digital Skills and Competences</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 be able to:</p> <ul style="list-style-type: none"> • communicate and exchange ideas and arguments about marketing using digital technologies with others; • have knowledge of the production of digital marketing content with viral potential; • identify, test and make use of appropriate digital information sources; and, • develop their skills in the identification, interpretation and use of digital techniques. 			
Hours of Total Learning for this Module	Total Contact Hours	40	Assessment Hours	30

	Self-Study Hours	130	
Total Learning Hours of this Module	200 Hours		
Mode of Delivery	Fully Face-to-Face Learning		
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS		
Explain how this module will be taught	<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 directed self-study in order to support their individual learning journeys.</p> <p>The indicative content for this module covers the following areas:</p> <ul style="list-style-type: none"> • An introduction to Digital Marketing and Social Media; • Strategic models for the Virtual World; • Understanding Online Buyer Behaviour; • Marketing Research and Planning; • The online Marketing Mix; • Relationship technologies in a digital world and customer relationship management; • Communication strategies; • Evaluating digital channel performance; and, • Emerging digital technologies and future prospects. 		
Explain how this particular module will be assessed	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.

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.

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.

Module 24	
Title of the Module	GCM-M24 Managing an Event
Module	<p>This module acquaints learners with current principles and best practices in project management and applying this knowledge to event management and developing the learners' ability to formulate, plan, manage and evaluate events. Teaching methods will include case studies.</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>
Learning Outcomes	Competences: – at the end of the module/unit the learner will have acquired the responsibility and autonomy to:
	<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 6 to:</p> <ul style="list-style-type: none"> • Be able to develop and execute an event management plan together with an industry standard risk assessment; • Be able to understand and discuss the role and responsibilities of the event manager, the project team and event stakeholders in successful event management; • Be able to Employ fundamental project management methodologies, tools and techniques to effectively plan an event; and, • Be able to operate as part of an effective team to develop and synthesise the constituent elements of an event plan.
	Knowledge – at the end of the module/unit the learner will have been exposed to the following:
	<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 5 to:</p> <ul style="list-style-type: none"> • Comprehend the management of innovation and how mergers and acquisitions work; • Specialise in competency models based on mergers and acquisition and strategic alliances and evaluate strategies according to ranking, decision trees and life cycle analysis;

- Apply factual and theoretical knowledge in strategic management associated with the intended and emergent strategy development;
- Is aware of the influence and power that a strategic manager can hold in terms of diagnosing the change context, types of strategic change and leading strategic change;
- Demonstrate knowledge and understanding in the ideas, concepts and principles of strategic management in the context of the strategist, strategizing and strategy methodologies; and,
- Apply knowledge and has the ability to identify and use data to formulate strategy in the context of a chosen organisation.

Skills – at the end of the module/unit the learner will have acquired the following skills:

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 5 to:

- Be able to plan and manage a hospitality event project to a professional standard;
- Be able to evaluate events in terms of conceptual attractiveness, financial success, planning and operational delivery, pre and post-event variance analysis, sustainability, and ethics; and,
- Be able to identify aspects of their personal and professional development.

Module-Specific Communication Skills

The learner will be able to:

- Prepare clear and effective project plans and be able to convey the content and structure of such plans clearly both in writing and orally;
- Demonstrate an ability to be able to work effectively as a team member, contributing ideas and proposals in a developmental context;
- Demonstrate an ability to be able to work effectively with client organisations regarding the planning and delivery of events according to a pre-determined project plan.

Module-Specific Digital Skills and Competences

The learner will be able to:

- Have fluency in inputting information digitally using Excel or Word or PowerPoint presentations in order to present strategic models and adaptation to contextual business environments;
- Use and apply knowledge in their studies through information;
- Research and analyse journal articles and other academic sources on-line through data bases specifically focusing on events management and the impact of this function on competitive advantage and sustainability of the organisation in the long-term;

	<ul style="list-style-type: none"> Navigate through the internet to identify, download and store articles on event management and project planning and how to organise for a successful event; and, Use digital devices to move, store and manage information on analysing and interpreting project plans and how these can be a source of knowledge to develop events in practice. 	
Hours of Total Learning for this Module	Total Contact Hours <input type="text" value="40"/>	Assessment Hours <input type="text" value="30"/>
	Self-Study Hours <input type="text" value="130"/>	
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS	
Explain how this module will be taught	<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>The indicative content of this module will be as follows:</p> <ul style="list-style-type: none"> Event Leadership: Event Leader, duties, tasks, skills, behaviours and characteristics; Leadership styles; Event stakeholders; The Event Triangle; Events Management: The Events Industry in Malta; Categories and characteristics of events; Trends in the events sector; Event management Professional and career opportunities; The nature and context of Project Management: Introduction to project management; Project Goals and Constraints; Project triple constraint; Defining project success and failure; Project management contexts; Project Life-Cycle: Project initiation. Estimating costs and duration. Project planning. Phases of project life-cycle; Event Scope Management: Project/Event Charter; Scope Statement; Scope Management Plan; Work Breakdown Structure; 	

	<ul style="list-style-type: none"> • Event Time Management: Activity Definition; Activity Sequencing; Activity Resource Estimating; Activity Duration Estimating; Schedule Development; Schedule Control; • Event Cost Management: Cost Estimating; Cost Budgeting; Cost Control; • Event Communications Management: Communication Planning; Information Distribution; Performance Reporting; Manage Stakeholders. Creating a Project Communications Management Plan; • Event Risk Management: Risk management planning; Risk identification; Qualitative risk analysis; Quantitative risk analysis; Risk response planning; Risk monitoring and control the event; and, • Event Case Studies: Case studies of various and varied events with an emphasis on cultural/arts events. <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>
<p>Explain how this particular module will be assessed</p>	<p>The assessment strategy for the module is designed to provide students with the opportunity to demonstrate both the theoretical and practical skills they have developed in the module. Thus, the summative assessments for this module consist of:</p> <ul style="list-style-type: none"> • An event bid proposal and event feasibility presentation (1,600 word equivalent each) for a named, planned event, worth 20% of the overall module grade; • Production of an 'Event Manual' (1,600 word equivalent each) outlining the planned management stages and implementation steps of an actual event, worth 30% of the overall module grade; • 3,200 word reflective report covering the implementation of an actual staged event and evaluating the use of the 'Event Manual', worth 40% of the overall module grade; and, • Peer assessment (800 word equivalent). <p>Reassessment will take place in the same form as above or equivalent.</p>

<p>Module 25</p>	
<p>Title of the Module</p>	<p>GCM-M25 Transforming Healthcare Management Services</p>

<p>Module Description</p>	<p>This module is designed to meet the needs of managers working in health and social care management activities.</p> <p>The module explores the current international healthcare agenda, examining the need for constant change and evolution in order to meet the contemporaneous needs of a changing and growing global population.</p> <p>Students taking the module will be encouraged to reflect upon how innovative practice could transform service delivery to drive up the quality of the patient experience, relative to their own area of management. Innovation, change management and the quality care agenda will form themes throughout the module.</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>
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p>	<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"> • examine the key elements of the current global health and social care agenda; • explore innovative new ways of working and how revised management practices could potentially improve the quality of care received by patients, clients, carers and the public; and, • reflect upon and justify the need for effective change management and implementation in healthcare settings. <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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.</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>

Applying Knowledge and Understanding	<ul style="list-style-type: none"> • the role and importance of the service sector in developed economies; • the key components of healthcare management and strategy in services; and, • the theories applicable to service challenges and opportunities in healthcare services.
	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> <ul style="list-style-type: none"> • an ability to demonstrate in depth knowledge and appreciation of the current global healthcare agenda and its impact on health and social care provision; • an ability to critically evaluate, challenge and apply data and research evidence to innovative new ways of working related to the needs of a defined population/ specific area of healthcare management practice; • an ability to critically evaluate and apply the principles of change management to the process of innovation including opportunities to overcome resistance and barriers to change; and, • an ability to develop innovative approaches to healthcare management, create challenge and develop a progressive culture within healthcare settings.
	<p><i>Module-Specific Learner Skills</i></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 be able to:</p> <ul style="list-style-type: none"> • have contributed proportionately to group coursework in the discussion of healthcare management scenarios; and, • reflect on and communicate their own views and critical thought of the use of different healthcare management techniques within a class setting.
	<p><i>Module-Specific Digital Skills and Competences</i></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 be able to:</p> <ul style="list-style-type: none"> • identify, test and make use of appropriate digital information sources; and, • develop their skills in the identification, interpretation and use of digital techniques.

Hours of Total Learning for this Module	Total Contact Hours 40	Assessment Hours 30
	Self-Study Hours 130	
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS	
Explain how this module will be taught	<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 directed self-study in order to support their individual learning journeys.</p> <p>The indicative content for this module covers the following areas:</p> <ul style="list-style-type: none"> • Exploring the challenges for modern global healthcare provision; • Identifying opportunities to improve quality; • The concept of quality from differing healthcare management perspectives; • Innovation and service redesign in practice; 	

	<ul style="list-style-type: none"> • Analysis of barriers to change in healthcare management settings; and, • Negotiating, influencing and managing change in healthcare settings.
<p>Explain how this particular module will be assessed</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"> - 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. <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>

Title of the Module	GCM-M26 Strategic Management in Healthcare settings
Module Description	<p>This module enables students to develop knowledge and management skills essential to comparative assessment of international health and social care trends, policies and systems. Such skills are required by healthcare managers and are important to keeping up-to-date with current, effective healthcare management practices, in both the private and public sector contexts.</p> <p>Students will explore contemporary issues in international health and social care policies and systems. Socioeconomic and political drivers to variations in health and social care trends, policies and provision will be addressed by comparing high and low income countries and global challenges to health and social care systems will also be addressed.</p> <p>By the end of the module students will gain an appreciation of the key issues and challenges facing senior management in today’s healthcare environments and understand the benefits of strategic management for healthcare organisations.</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>
Learning Objectives	<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"> • effectively analyse health and social care issues, trends and systems in relation to a range of different countries; • critically reflect on the implementation of international health and social policy by national governments; • critically appraise different schools of thought in relation to healthcare business practice and strategic management; • critically explain and analyse a range of strategies linking theory to practice; and, • have an understanding of the ethical framework around strategic decision-making.

	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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.</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"> • current leadership issues within health and social care practice; • key leadership theories, appreciating their theoretical underpinnings and evaluating their practice implications; and, • the political, organisational and policy issues impacting the delivery of healthcare services.
	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> <ul style="list-style-type: none"> • an ability to effectively analyse health and social care issues, trends and systems; • an ability to reflect critically on current thinking in leadership within contemporary healthcare environments; and, • an ability to reflect critically on their own leadership style and impact.
	<p><i>Module-Specific Learner Skills</i></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 be able to:</p> <ul style="list-style-type: none"> • have contributed proportionately to group coursework; • have autonomously written a critical appraisal of a healthcare management setting; and, • reflect on and communicate their own views and critical thought of different healthcare systems and management practices within a class setting.

	<p>Module-Specific Digital Skills and Competences</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 be able to:</p> <ul style="list-style-type: none"> • identify, test and make use of appropriate digital information sources; and, • develop their skills in the identification, interpretation and use of digital techniques. 	
Hours of Total Learning for this Module	Total Contact Hours 40	Assessment Hours 30
	Self-Study Hours 130	
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS	
Explain how this module will be taught	<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 directed self-study in order to support their individual learning journeys.</p> <p>The indicative content for this module covers the following areas:</p>	

	<ul style="list-style-type: none"> • Concepts and practices of strategic management and their application to healthcare settings; • Communicating strategy and maintaining strategic momentum; • The politics of healthcare; • Understanding organisational culture and its impact on care delivery; • Resilience and emotional intelligence in healthcare settings; and, • Value-based healthcare and evaluating in healthcare settings.
<p>Explain how this particular module will be assessed</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"> - 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. <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>

	All assessments will be submitted via the internationally recognised plagiarism software Turnitin.
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Module 27	
Title of the Module	GCM-M27 Implementing Change in Health and Social Care practice
Module Description	<p>This module is focused on underpinning theories of implementation science and change management designed to support change in practice. Students will consider the barriers to change and opportunities to mitigate against these. Students will develop a clear understanding of the process of effective change management. The module assignment will enable students to demonstrate the depth of their understanding and insight into effective application of implementation science.</p> <p>Students will examine the conceptual basis of quality improvement and implementation science applying it to a specific area of practice within healthcare. Students will have the opportunity to reflect on the necessary skills required for effective change in practice within healthcare.</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>
Learning Outcomes	<p>Competences:</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"> • demonstrate in depth knowledge and appreciation of quality improvement and implementation science theory (CK); • critically evaluate, challenge and present data and research evidence in a format that will persuade staff of the need for change (CK); and, • develop innovative and effective presentation skills to influence and support change (CKPT). <p>(Key: Attributes developed: C – cognitive/analytical; T – transferable skills; K – subject knowledge; and P – professional/practical skills)</p> <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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge</p>

being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.

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:

- demonstrate in depth knowledge and appreciation of quality improvement and implementation science theory (CK);
- critically evaluate, challenge and present data and research evidence in a format that will persuade staff of the need for change (CK); and,
- develop innovative and effective presentation skills to influence and support change (CKPT).

(Key: Attributes developed: C – cognitive/analytical; T – transferable skills; K – subject knowledge; and P – professional/practical skills)

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:

- undertake an in-depth exploration of the challenges of implementing change within health and social care (PT); and,
- develop innovative and effective presentation skills to influence and support change (CKPT).

(Key: Attributes developed: C – cognitive/analytical; T – transferable skills; K – subject knowledge; and P – professional/practical skills)

Module-Specific Learner Skills

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 be able to:

- have contributed proportionately to group coursework;
- have autonomously written a critical appraisal of a health and social care management setting; and,
- reflect on and communicate their own views and critical thought of different healthcare systems and management practices within a class setting.

	<p>Module-Specific Digital Skills and Competences</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 be able to:</p> <ul style="list-style-type: none"> • identify, test and make use of appropriate digital information sources; and, • develop their skills in the identification, interpretation and use of digital techniques. 	
<p>Hours of Total Learning for this Module</p>	<p>Total Contact Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; text-align: center; margin: 0 auto;">40</div>	<p>Assessment Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; text-align: center; margin: 0 auto;">30</div>
	<p>Self-Study Hours</p> <div style="border: 1px solid black; width: 40px; height: 40px; text-align: center; margin: 0 auto;">130</div>	
<p>Total Learning Hours of this Module</p>	<p>200 Hours</p>	
<p>Mode of Delivery</p>	<p>Fully Face-to-Face Learning</p>	
<p>Total Number of ECTS of this Module</p>	<p>8.0 MQF Level 7 ECTS</p>	
<p>Explain how this module will be taught</p>	<p>The learning and teaching strategy for this module is designed to:</p> <p>Facilitate students to reflect on the challenges of quality improvement within a specific area of their practice, critically analysing and applying contemporary theory to the challenges of modern healthcare practice.</p> <p>The learning and teaching methods include:</p> <ul style="list-style-type: none"> • Lectures • Discussions • Self-directed learning • Personal reflection 	
<p>Describe the assessment method for this module</p>	<p>The assessment strategy is designed to provide students with the opportunity to demonstrate their understanding of quality improvement and implementation science. This will be achieved through application to practice utilising a poster presentation and Project Implementation Plan to market the proposal to their intended audience, supported by an audio presentation which will analyse and critique the other elements of</p>	

	<p>the assessment.</p> <p>Thus, the summative assessment for this module consists of:</p> <ul style="list-style-type: none"> • A poster designed to explain and market the proposed change to colleagues (30%) • A project implementation document which analyses the stages of project implementation (30%) • Audio presentation to support the above which will analyse and critique the stages of the project against the underpinning theory (40%) <p>Formative assessment - Students will have the opportunity to submit a detailed plan of their work to tutorial staff. Additionally students will be supported with a peer review/ clinic style discussion in preparation for the assignment.</p> <p>Feedback - Students will receive feedback in the following ways:</p> <ul style="list-style-type: none"> • In class feedback/ discussion • Responses to email or online discussions • Formative assessment • Summative assessment • Individual tutorials, as requested <p>All assessments will be submitted via the internationally recognised plagiarism software Turnitin.</p> <p>Reassessment will take place in the same form as above or equivalent.</p>
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Module 28	
Title of the Module	GCM-M28 Fundamentals in Healthcare Quality Improvement
Module Description	<p>This module enables management and administration staff working within health and social care contexts to critically explore the drivers for safety in the workplace and patient/client care and understand the impact of human factors.</p> <p>Students will critically explore and evaluate the relationship between patient safety policy and its influence on local guidelines and policies. Additionally students will develop their critical judgements of the legal and ethical issues impacting on patient safety and the role of accountability for managing safety and risk in the workplace critically.</p> <p>By the end of the module students will gain an appreciation of the key issues and challenges facing senior management in today's healthcare environments and understand the benefits of strategic management for healthcare organisations.</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>
<p>Learning Outcomes</p>	<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"> • Critically evaluate the concepts of patient safety and risk and how Governmental and local patient risk and safety policies impact on their practice (CTKP); • Evaluate the importance of carrying out root cause analysis and developed experience applying different analytical tools to real life scenarios (CTKP); • Critically reflect upon how this learning can be used to improve patient safety and minimise risk in their own health and social workplace setting (CTKP); and, • Systematically and critically judge the mechanisms for escalating and communicating concerns within the legal and ethical frameworks required for safe practice (CTKP). <p>(Key: Attributes developed: C – cognitive/analytical; T – transferable skills; K – subject knowledge; and P – professional/practical skills)</p>
	<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 level for an undergraduate degree. Students will be expected to apply specialised theoretical and practical knowledge, with some of this knowledge being at the forefront of the discipline. Students will appreciate how this knowledge can form the basis of originality in developing and/or applying ideas.</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"> • Critically evaluate the concepts of patient safety and risk and how Governmental and local patient risk and safety policies impact on their practice (CTKP); • Evaluate the importance of carrying out root cause analysis and developed experience applying different analytical tools to real life scenarios (CTKP);

- Critically reflect upon how this learning can be used to improve patient safety and minimise risk in their own health and social workplace setting (CTKP); and,
- Systematically and critically judge the mechanisms for escalating and communicating concerns within the legal and ethical frameworks required for safe practice (CTKP).

(Key: Attributes developed: C – cognitive/analytical; T – transferable skills; K – subject knowledge; and P – professional/practical skills)

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:

- Critically evaluate the concepts of patient safety and risk and how Governmental and local patient risk and safety policies impact on their practice (CTKP);
- Evaluate the importance of carrying out root cause analysis and developed experience applying different analytical tools to real life scenarios (CTKP);
- Critically reflect upon how this learning can be used to improve patient safety and minimise risk in their own health and social workplace setting (CTKP); and,
- Systematically and critically judge the mechanisms for escalating and communicating concerns within the legal and ethical frameworks required for safe practice (CTKP).

(Key: Attributes developed: C – cognitive/analytical; T – transferable skills; K – subject knowledge; and P – professional/practical skills)

Module-Specific Learner Skills

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 be able to:

- have contributed proportionately to group coursework;
- have autonomously written a critical appraisal of a healthcare management setting; and,
- reflect on and communicate their own views and critical thought of different healthcare systems and management practices within a class setting.

Module-Specific Digital Skills and Competences

	<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 be able to:</p> <ul style="list-style-type: none"> • identify, test and make use of appropriate digital information sources; and, • develop their skills in the identification, interpretation and use of digital techniques. 	
Hours of Total Learning for this Module	Total Contact Hours	<div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center;">40</div>
	Assessment Hours	<div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center;">30</div>
	Self-Study Hours	<div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center;">130</div>
Total Learning Hours of this Module	200 Hours	
Mode of Delivery	Fully Face-to-Face Learning	
Total Number of ECTS of this Module	8.0 MQF Level 7 ECTS	
Explain how this module will be taught	<p>The learning and teaching strategy for this module is designed to:</p> <p>Facilitate students to reflect on the challenges of quality improvement within a specific area of their practice, critically analysing and applying contemporary theory to the challenges of modern healthcare practice.</p> <p>The learning and teaching methods include:</p> <ul style="list-style-type: none"> • Lectures • Discussions • Self-directed learning • Personal reflection 	
Explain how this particular module will be assessed	<p>The assessment strategy for this module is designed to provide students with the opportunity to demonstrate their knowledge skills and understanding of managing health and social care patient settings.</p> <p>The summative assessment for this module consists of one component: A case study (some 3,000 words) critically evaluating a patient safety management incident utilising a range of appropriate tools. Students will examine and justify the appropriateness of the analysis tools utilised in this specific incident and apply this knowledge to their own</p>	

future health and social care management practices (100%)

Formative assessment and feedback: Students will present a one page plan identifying the key issues for their assignment. Students will receive formative feedback via:

- Small group tutorials where they will present a plan for their assignment
- Verbal discussion during contact time
- Timely response to email or telephone questions

Feedback: Students will receive feedback through a variety of methods, these include:

Verbal – during seminar sessions, or tutorials

Written – formative feedback on chart

Email – where requested by student

E discussion forum's via the College's Moodle platform

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

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

Module 29	
Title of the Module	GCM-M29 Dissertation/Major Project
Module Description	<p>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> <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>
	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"> • Critically monitor and assess the circumstances within and around an organisation to determine when to recommend research projects be developed and approved; • Have the knowledge, understanding and authority to authorise the commissioning of appropriate organisation-relevant research projects; and. • Be able to implement research projects if so commissioned.
	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>Learning Outcomes</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"> • The identification, planning, organisation, and implementation of a research project within an allocated timeframe; and, • The effective presentation of appropriate findings to an informed academic audience in either written or written and oral form.
<p>Learning Outcomes</p>	<p>Skills</p>
<p>Learning Outcomes</p>	<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>Applying knowledge and understanding</p> <ul style="list-style-type: none"> • 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. <p>Judgment Skills and Critical Abilities</p> <ul style="list-style-type: none"> • 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. <p>Additional Module-Specific Communication Skills</p> <ul style="list-style-type: none"> • 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,

	<ul style="list-style-type: none"> Effectively discuss a short research project that the student has carried out to justify the means of data collection and the analysis employed. 			
	<p>Additional Module-Specific Learner Skills</p> <ul style="list-style-type: none"> 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; Effectively and critically study research reports in specialist media with confidence and understanding; and, Be able to effectively mentor colleagues in their use of appropriate research approaches and presentation of research outcomes. 			
	<p>Module-Specific Digital Skills and Competences</p> <ul style="list-style-type: none"> Identify, test and make use of appropriate digital information sources; and, Develop their skills in the identification, interpretation and use of digital techniques. 			
Hours of total learning for this Module	Total Contact Hours	10	Supervised Placement and Practice Hours	10
	Self-Study Hours	610	Assessment Hours	20
Total Learning Hours of this Module	650 Hours			
Mode of Delivery	Fully Face-to-Face Learning			
Total Number of ECTS of the Module	26.0 MQF Level 7 ECTS			
Module Teaching	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.			

Module Assessment	<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>
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