



EUROPEAN GLOBAL

Institute of Innovation & Technology

MBA Tourism & Hospitality Management

CURRICULUM

March 2025

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Higher Education Institution, Accreditation License No 2024 – 018



Overall Programme Description		
1	Title of the Programme	<ul style="list-style-type: none">Master of Business Administration (MBA) in Tourism And Hospitality Management
2	Type of Programme	<input type="checkbox"/> Award <input checked="" type="checkbox"/> Qualification
3	Proposed MQF Level	MQF/EQF Level 7
4	Proposed ECTS	90 ECTS
5	Total ECTS for Programme Completion	90 ECTS
	Total ECTS requesting Accreditation	
6	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point B7 is required to be filled in. <input type="checkbox"/> Work Based Learning
7	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 150px; height: 20px; margin-top: 10px;"></div> Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 150px; height: 20px; margin-top: 10px;"></div>
8	Hours of Total Learning	Total Contact Hours <div style="border: 1px solid black; width: 150px; height: 20px; text-align: center; margin-top: 10px;">450</div> Self – Study Hours <div style="border: 1px solid black; width: 150px; height: 20px; text-align: center; margin-top: 10px;">900</div>



		Assessment Hours 450
		Supervised Placement and Practice Hours 450
9	Total Learning Hours	2250 Hours for 90 ECTS
10	Mode of Attendance	<input type="checkbox"/> Full Time <input type="checkbox"/> Part Time
11	Programme Duration	Full Time ____ Years ____ 12-18 Months ____ Days for Online: 12-36m The students can complete this qualification in 12m by studying for around 43-47 hours per week. For around 35-40 hours per week of study, please expect to complete the programme in 18 months. However, if they aim to study 15-25 hours per week, please expect a longer time period to complete. The minimum time to complete this program is 12m and the maximum time to complete this program is 36m. Part Time ____ Years ____ 24-36 Months ____ Days
12	Target Audience	<input type="checkbox"/> Ages 3 -15 <input type="checkbox"/> Ages 16 – 18 <input checked="" type="checkbox"/> Ages 19 – 30 <input type="checkbox"/> Ages 31 – 65 <input type="checkbox"/> Ages 65+
13	Language/s of Instruction	English
14	Target Group	The MBA in Tourism & Hospitality program is designed for professionals seeking to enhance their



	<p>leadership capabilities and gain advanced business acumen. The program is tailored to meet the needs of a diverse group of learners, including beginner, mid-level managers, professionals in the field of tourism and hospitality, experienced graduates looking to move into leadership roles, and entrepreneurs – a fast-growing demographic in the MBA landscape.</p> <p>This MBA in Tourism & Hospitality equips learners with the skills to integrate new knowledge with past professional experience and apply it to complex, real-world business situations, related to Tourism & Hospitality Management, address the specific challenges and opportunities faced by professionals in the field of tourism and hospitality.</p> <p>The program is structured to build advanced interpersonal and leadership skills, essential for navigating multidisciplinary environments. Students will learn to reflect on their past experiences, challenge their preconceptions, and develop the ability to think critically and solve unstructured business problems. A key component of the program is the development of leadership and communication skills, enabling graduates to implement effective solutions across a wide range of business contexts.</p> <p>Our flexible delivery modes, including online and part-time options, ensure that the program is accessible to working professionals and accommodates varying schedules.</p> <p>Upon completion of the program, graduates will possess the capability to apply advanced business strategies, critical thinking, and leadership skills within the field of tourism and hospitality.</p> <p>While the MBA in Tourism & Hospitality does not lead to a regulated profession or a specific licensed occupation, it provides significant preparation for leadership positions across various sectors, fostering career advancement in management, research, entrepreneurship in varied industries learners are operating in.</p>
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15.1	Training Address/es where programme will be delivered.	Online https://campus.euglobal.edu.eu
15.2	Placement/Clinical Address (If Applicable)	NA
16	Subject Area	<input checked="" type="checkbox"/> Generic Programmes and Qualifications <input type="checkbox"/> Education <input type="checkbox"/> Arts and Humanities <input type="checkbox"/> Social Sciences, Journalism and Information <input checked="" type="checkbox"/> Business, Administration and Law <input type="checkbox"/> Natural Sciences, Mathematics and Statistics <input type="checkbox"/> Information and Communication Technologies <input type="checkbox"/> Engineering, Manufacturing and Construction <input type="checkbox"/> Agriculture, Forestry, Fisheries and Veterinary <input type="checkbox"/> Health and Welfare <input type="checkbox"/> Services
17	Relationship to Occupation	<p>Post completing Master of Business Administration, the learners will be able to have a wide range of opportunities across all industries. Our reflective andragogy also ensures that the learner continuously implements the learning into their own industry to upskill in their current work environment.</p> <p>A few job titles in tourism & hospitality & related industries are as follows:</p> <ol style="list-style-type: none">1. Human Resource Manager2. Change Leader Business Analyst3. Finance Manager4. Project Manager5. Marketing Manager6. Consultant7. Sustainability & Environmental Specialist8. Product Manager, and many more
18	Entry Requirements	<ul style="list-style-type: none">● Educational Background: Bachelor's academic transcript and degree certificate OR equivalent completion of Level 6 qualification with at least 180 ECTS. Prior background in Business is not required.



	<ul style="list-style-type: none">● Language proficiency certificate: All programs are taught in English language, and therefore English proficiency is required. For students who completed the bachelor's degree from the US, UK or any English-speaking countries, OR have studied in English Language for at least 2 years; OR have worked in an English speaking environment for at least 2 years prior to applying for this program, language proficiency certificate is not required. For learners who cannot provide any evidence of their English proficiency, they must provide an English provide English language certificate equivalent to IELTS 6.0● Applicants must submit a Statement of Purpose of 500-600 words. This letter should reflect on the applicant's professional background, career aspirations, and motivation for pursuing the MBA program. Additionally, applicants should explain how their personal and professional experiences align with the program's objectives and how the chosen MBA pathway aligns with their career goals. Applicants who are clear of chosen pathways, should detail why they have selected a specific pathway (e.g., Tourism & Hospitality Management, Strategic Digital Marketing, Technology Leadership, etc.), and how their previous academic or professional experiences have prepared them for this specialized focus. If you are unsure which specific pathway to pursue, we encourage you to reflect on your strengths, interests, and long-term professional objectives. While selecting a pathway, consider how your background aligns with areas such as Tourism & Hospitality Management, Strategic Digital Marketing, Technology Leadership, or other specialized fields. In your Statement of
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	<p>Purpose, feel free to discuss your current uncertainties and how the program will help you refine your focus, develop new skills, and achieve clarity in your career direction. The program is designed to help you explore different areas of business leadership, and your choice of pathway can evolve as you gain more insight into the areas that best align with your goals.</p> <ul style="list-style-type: none">● Proof of Identity: Scanned bio page of your valid passport. Scan of passport size photograph● Digital Competency Requirements for Online Learners: Applicants must have access to a reliable internet connection and a device capable of using online learning tools. While no advanced technical skills are required, candidates should be comfortable using user-friendly technology to access course materials, participate in discussions, and submit assignments. <p>Advanced standing If an applicant has not completed a Bachelor's degree but has completed secondary education and possesses 5+ years of relevant work experience, it may be possible for the work, activities, and achievements gained through their professional experience to be considered for admission to the Master's program. This recognition of prior learning (RPL) will be evaluated on a case-by-case basis to determine if it meets the academic requirements for the program.</p> <p>If an applicant has previously earned credits for a Master's degree, they may be eligible to apply for credit transfer. Depending on the alignment of the prior coursework with our Master's program, the applicant may be granted advanced standing, which could reduce the length of their studies.</p> <p>This recognition of previous successful study or work experience is known as advanced standing.</p>
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		<p>It may also be used to recognise prior experiential learning undertaken as an employee, or previous studies that can apply for Advanced standing.</p> <p>For instance, where an applicant can demonstrate that they have appropriate and relevant professional experience related to the subject area of the module they may apply for Recognition of Prior Experiential Learning (RPEL) or Recognition of prior certificated learning (such as professional development awards or employment based awards) which is at higher education level but which has not led to the award of credits or qualifications positioned on the relevant higher education qualifications framework; which may eliminate the need to undertake one or more modules in the Programme.</p> <p>Our policies can be found here https://www.euglobal.edu.eu/eu-global-regulation-handbooks</p>
19	Overall Programme Description	<p>This MBA in Tourism & Hospitality is a career-focused programme designed to develop strategic leadership and management skills through reflective andragogy and evidence-based learning. The curriculum is structured to bridge theory with practice, enabling students to integrate prior professional experiences—whether through internships, project management, or leadership roles—with new business knowledge and strategic insights in the field of Tourism & Hospitality.</p> <p>A core emphasis of the programme is on leadership through strategic management, equipping students with the ability to apply advanced frameworks and decision-making models in their chosen specialisation or industry. While academically rigorous at the master's level, the curriculum maintains a strong practical and professional orientation, ensuring that students can critically assess and implement business strategies effectively in the field of Tourism & Hospitality.</p> <p>Throughout the programme, students are encouraged to reflect on real-world challenges they have faced, such as stakeholder management,</p>



	<p>ethical dilemmas, decision-making complexities, and the evaluation of conceptual frameworks. This reflective approach is embedded in every module, where students analyse how theoretical concepts apply to real business environments, particularly their own experiences.</p> <p>The programme culminates in a Master's thesis, employing a scientific action research methodology to provide a holistic perspective on business problem-solving in the field of Tourism & Hospitality. By fostering the continuous integration of past experiences with new learning, the curriculum ensures that students not only acquire advanced knowledge but also develop the critical and analytical skills needed to drive innovation and leadership in complex business environments in the field of Tourism & Hospitality.</p> <p>Research-driven, multidisciplinary learning is the core of the EU Global MBA, as reflected in the programme outcomes. As an MBA in Tourism & Hospitality graduate, students should be able to critically evaluate and recommend solutions backed by literature, considering current industry challenges and ensuring that these solutions align with stakeholder expectations. By engaging in critical evaluation and synthesising complex business data, students will learn to transform raw information into actionable business intelligence while maintaining awareness of social, cultural, and environmental impacts.</p> <p>Innovation, entrepreneurship, and sustainability are the core focus of the EU Global MBA and the institution itself. The research initiatives introduced in the DoctrineFrontierX series aim to foster impactful research outcomes. The EU Global LeadX series is designed to develop future CEOs under the guidance of past CEOs. Sustainability and ethical considerations are integrated throughout the entire programme, encouraging students to recommend solutions while maintaining an awareness of social, cultural, and environmental impacts.</p> <p>This programme, with core modules such as Management and Organisational Dynamics, Managing Financial Resources and Performance,</p>
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		<p>Strategic and Digital Marketing, Project and Operations Management, Financial Markets & Valuation, Strategic Decision-Making: Dealing with Business Complexity, Economics for Decision-Making, Ethical Leadership and Governance, Corporate Sustainability and Leadership, and Business Communication for Competitive Advantage, ensures a well-rounded business education.</p> <p>Research and innovation modules such as Innovation Management and Design Thinking for Entrepreneurs, Data-Driven Research and Analytical Insights, and Capstone Consulting Project further strengthen the practical application of knowledge in the field of Tourism & Hospitality. Additionally, selected pathways in the field of Tourism & Hospitality allow learners to achieve the overall measurable learning outcomes of this MBA programme. The curriculum is designed with a structured progression—starting with core modules, followed by pathway specialisation, and concluding with research and innovation modules leading to the Master's thesis.</p> <p>Students are encouraged to undertake research and innovation in the field of Tourism & Hospitality, thereby reinforcing the integration of core and pathway modules into practical insights. By the end of the programme, students will have developed the competence to formulate, implement, and evaluate business policies and strategies that respond to emerging trends, industry challenges, and stakeholder expectations in the field of Tourism & Hospitality.</p>
20	Learning Outcomes for Overall Programme	
20.1	Competences	<p>After the end of the programme, the learners will be able to:</p> <ul style="list-style-type: none">PA1: Critically evaluate complex and ambiguous business scenarios integrating interdisciplinary approaches to formulate strategic decisions with limited information.PA2: Tackle dynamic business environments, in particular related to tourism and hospitality by establishing criteria, formulating innovative courses of action,



		<p>implementing adaptive strategies, and evaluating results in uncertain conditions with limited information.</p> <ul style="list-style-type: none">● PA3: Demonstrate leadership and team-building skills within complex multicultural settings, effectively managing conflict resolution and stakeholder engagement, in particular related to tourism and hospitality.● PA4: Direct self-driven learning and professional development through reflective insights, applying research-based innovations to solve emerging challenges in the tourism and hospitality sector.● PA5: Benchmark strategic objectives, mentor teams, monitor performance, and lead continuous improvement in diverse business contexts, ensuring best practices relevant to tourism and hospitality .● PA6: Navigate ethical dilemmas involving conflicting stakeholder demands and cross-border business complexities, ensuring compliance with ethical and corporate governance standards relevant to tourism and hospitality.● PA7: Conduct rigorous business and management research, critically reviewing literature, applying advanced research methods, and contributing findings to professional practice within the tourism and hospitality sector. <p>Note: PA1-4 will be required to achieve the diploma exit, PA1-7 will be required for a complete Masters degree (please refer exit awards for details)</p>
20.2	Knowledge	<p>After the end of the programme, the learners will be able to:</p> <ul style="list-style-type: none">● PB1: critically evaluate the impact of contextual forces on organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments;



		<p>corporate governance and the contemporary business and management functions.</p> <ul style="list-style-type: none">● PB2: Integrate multidisciplinary approaches to finance and accounting, including technology, ethical implications, and data analytics, for comprehensive financial decision-making to ensure the success of every project in tourism and hospitality and the overall organisation.● PB3: critically examine and evaluate the importance of effective strategic human resource management, incorporating multidisciplinary approaches such as technology, ethical considerations, and data analytics, to optimize workforce management and enhance organizational performance.● PB4: Develop and implement business policies and strategies in the tourism and hospitality sector or general management and leading perspective that adapt to changing market conditions, stakeholder interests, and emerging trends, employing specialized and multidisciplinary theoretical and practical knowledge, some of which is at the forefront of the tourism and hospitality sector.● PB5: Critically analyse and innovate production and marketing processes, employing advanced problem-solving techniques to optimize business operations and critically appraising decision making relevant to tourism and hospitality.● PB6: Formulate and adapt business frameworks that anticipate market trends, organizational shifts, and emerging industry challenges, particularly in the tourism and hospitality sector.● PB7: Critically review literature, apply research methods, and leverage derived specialized or multidisciplinary theoretical and practical knowledge to create and adapt innovative frameworks that are at the forefront of the business studies within the tourism and hospitality sector.● PB8: Evaluate and apply ethical leadership principles, corporate governance
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		<p>frameworks, and sustainability strategies to ensure responsible business practices and positive social impact, especially in the tourism and hospitality sector.</p> <ul style="list-style-type: none">● PB9: Synthesize and integrate specialized domain knowledge within the tourism and hospitality sector to address sector-specific challenges and opportunities. <p>Note: PB1-7 will be required to achieve the diploma exit, PB1-9 will be required for a complete Masters degree (please refer exit awards for details)</p>
20.3	Skills	<p>After the end of the programme, the learners will be able to:</p> <ul style="list-style-type: none">● PC1: Critically evaluate and synthesize complex, multidisciplinary data, transforming raw information into actionable insights while demonstrating awareness of social, cultural and environmental impact of their decision-making related to the tourism and hospitality sector.● PC2: Apply advanced quantitative and qualitative research methods to critically analyze and evaluate business challenges, producing original research and deriving data-driven conclusions in dynamic and evolving environments related to the tourism and hospitality sector.● PC3: Effectively communicate, comprehend, and conclude based on research-driven insights, demonstrating leadership in stakeholder engagement, negotiations, and decision-making across diverse professional settings.● PC4: Exercise innovation, adaptability, and strategic foresight in professional and personal development, fostering continuous learning, leadership excellence, and the ability to respond to emerging knowledge and techniques to strategize actions for competitive advantage.● PC5: Lead high-performance teams by fostering collaboration, critical evaluations, and transformative decision-making,



		<p>demonstrate leadership skills and innovation in complex and unpredictable work environments relevant to the tourism and hospitality sector.</p> <p>Note: PC1-2 will be required to achieve the diploma exit, PB1-5 will be required for a complete Masters degree (please refer exit awards for details)</p>
21	General Pedagogical Methods used for this Programme.	<p>Concept for the use of teaching aids</p> <p>To promote learning in accordance with the desired levels of the further higher education framework, EU Global uses modern teaching aids to facilitate learning such as flipped classrooms where learners are provided content access to pre-read to allow better understanding and promote engaging discussions on application of the concept.</p> <p>Active learning strategies are adopted to ensure development of cognition of learners so that they develop analytical, critical thinking and creative skills.</p> <p>The following are key teaching aids employed within our didactic model:</p> <p class="list-item-l1">1. Personality Test -</p> <p>The goal of the MBTI is to allow respondents to further explore and understand their own personalities including their likes, dislikes, strengths, weaknesses, possible career preferences, and compatibility with other people. This survey is conducted via Truity (https://www.truity.com/) for all our new admissions. This refractionary exercise helps the mentors and students set the expectations and targets for self-development for the further academic duration of study.</p> <p class="list-item-l1">1. Learning Resources:</p> <p class="list-item-l2">1. Case Studies: Case studies from Harvard and other academic sources, and caselets like daily business news set the base for almost every module. Case studies help in reviewing and applying conceptual frameworks to real-life scenarios to provide solutions and recommendations.</p>



		<ol style="list-style-type: none">2. Simulations: A simulation helps students take probabilistic decisions to witness the results in terms of efficiency of the decision.3. Research papers: Literature and conclusions derived from research papers is a very important source of learning from other scholars. These provide wider perspective and apprises of what have been already researched in the field of study.4. Books: Books are an essential source of study to learn concepts in a systematic manner and to practice exercises.5. Audio-video learning: Audio-video learning has been considered as one of the imperative tools that suits well with varied learning personalities. It includes podcasts, videos from Professors, documentaries from BBC, etc.6. Research Projects: Seminars aim to thoughtfully design research activities such as surveys, etc so that students can learn primary research to investigate a business problem.7. Miscellaneous activities: We promote innovation which every faculty brings. The faculty is advised to prepare academic delivery in an engaging manner. They are motivated to bring in activities like role-plays, presentations, etc. <p>2. Use of Technology: EU Global has a very well-developed Learning management system which is instrumental in exchange of information between the School's administration, faculty and the students. Each student will be provided an access to our learning management system from day 1 of their enrolment. The system will have the following key components:</p> <ol style="list-style-type: none">1. Induction - the induction module is called "Student Services" which allows access to all the regulations and policies, where students can ask
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		<p>questions, academic writing resources, and all essential information that are instrumental in getting the students to start with us.</p> <ul style="list-style-type: none">2. module-wise Resources – All the information, and learning resources related to the chosen modules are provided via our learning management system. This provides better communication.3. Assessments – The students are required to upload all submission-type assessments via the learning management system.4. Career Coaching and Academic Coaching – The students are also provided additional modules to enhance employability via our learning management system. <p>3. Active Learning Strategies adapted to promote practice based active learning include:</p> <ul style="list-style-type: none">1. Structured Reflection in forums and discussions: Learners share experiences from their professional practice, internships, or case studies in moderated discussion forums. These forums are an excellent platform for peer to peer learning besides student to teacher interaction. The students are at times motivated to initiate a new discussion and also comment on at least one fellow response2. Students receive additional group sessions such as DoctorFrontierX to advance research & LeadX series to learn from CEOs and apply learning in incubating their own venture.3. Students get an opportunity for individual guidance from faculty or industry experts, for instance Capstone Supervisor.4. Research Surveys, market analysis or other formative exercises given by faculty within the given modules.
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		<ol style="list-style-type: none">5. Industry-Based Scenarios: Students apply theoretical frameworks to real-world business cases and discuss their findings with a supervisor.6. Market Research Assignments: Conducting surveys, interviews, or data analysis under faculty supervision.7. Capstone Consulting Project: Students work with an organization on a strategic challenge, guided by faculty.4. The Institution follows a continuous improvement process using feedback and the activities mentioned above are improvised and advanced.
22	Selection Criteria for Tutors/Lecturers for this programme.	<p><i>Responsible course director and academic director of the Master's programme</i></p> <ul style="list-style-type: none">● <i>Minimum PhD Degree</i>● Relevant Professional experience Minimum 10 Years <p><i>module Faculty:</i></p> <ul style="list-style-type: none">● Minimum Master Degree MQF7 / PhD Preferred● Professional experience in Minimum 2 Years with PhD/ OR 5 years with Masters degree.● Teaching experience in an academic environment● capability to manage academic delivery via Online Campus● capability of recording interactive learning by videos and PowerPoints <p><u>Support to students provided</u></p> <ul style="list-style-type: none">● Online via e-campus● Email and phone



		<ul style="list-style-type: none">• Video Conference System• During workshops and placements
23	General Assessment Method	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is normally multiple choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is the report submission. The report can be a project, analysis, case study, research paper, etc.</p> <p>We also integrate formative assessment which does not contribute to the final grade, rather helps in peer to peer learning and reflecting on the concepts used.</p> <p>Grading system can be accessed via the following link:</p> <p>Please review Policy our policies here https://www.euglobal.edu.eu/eu-global-regulation-handbooks</p>
	Practicum/Dissertation/Final Project	<p>All final exams 60% are always project-based submissions via LMS. This can be essays, research papers, case study, survey results, etc.</p> <p>Post completion of all modules at the end of the module assessments, the learners write a Capstone Consulting Project thesis investigating a real business problem and recommending solutions based on literature, data, analysis and the given situation reflection, prominently called Action Research.</p>
24	Placement/Work-based learning	NA



1	List of Programme Modules/Units							
Ref	Module/Unit Title	Compulsory (C) or Elective (E).	E C T S	MQF	Mode of Teaching	Mode of Assessment		
CORE modules (TOTAL 30 ECTS)								
MG71 01	Management and Organisational Dynamics	C	3	7	Online	40% Continuous and 60 % End of the module Submission- to be conducted via e-campus		
MG71 02	Managing Financial Resources and Performance	C	3	7	Online			
MG71 03	Strategic and Digital Marketing	C	3	7	Online			
MG71 04	Project and Operations management	C	3	7	Online			
MG71 05	Financial Markets & Valuation	C	3	7	Online			
MG71 06	Strategic Decision Making: Dealing with Business Complexity	C	3	7	Online			
MG71 07	Economics for decision-making	C	3	7	Online			
MG71 08	Ethical Leadership and Governance	C	3	7	Online			
MG71 09	Corporate Sustainability and Leadership	C	3	7	Online			
MG71 10	Business Communication for Competitive Advantage	C	3	7	Online			
PATHWAYS (30 ECTS)								
PATHWAY 1: TOURISM AND HOSPITALITY MANAGEMENT								
MGTH 7801	Destination Management	E	6	7	Online	40% Continuous and 60 % End of the module Submission- to be		
MGTH 7802	International Tourism Policy and Development	E	6	7	Online			
MGTH 7803	Digital Tourism and Hospitality	E	6	7	Online			



MGTH 7804	Organisational Behaviour in International Contexts	E	6	7	Online	conducted via e-campus	
MGTH 7805	Pricing and Revenue Management	E	6	7	Online		
RESEARCH, INNOVATION & MASTER THESIS (30 ECTS)							
MG71 11	Innovation Management and Design Thinking for Entrepreneurs	C	6	7	Online	40% Continuous and 60 % End of the module Submission- to be conducted via e-campus	
MG71 12	Data-Driven Research and Analytical Insights	C	6	7	Online		
MG71 13	Capstone Consulting Project	C	1 8	7	Online	100% Master Thesis Submission	
2	Total ECTS Requesting Accreditation						
3	Total ECTS for Programme Completion			90 ECTS			
4	Exit Awards/Qualifications			<p>Qualification 1: Post Graduate Diploma in Tourism And Hospitality Management MQF Level 7/ 60 ECTS Duration: 9-24 months Entry: Same as MBA</p> <p>Modules:</p> <ul style="list-style-type: none">• Complete all Core Modules and gain 30 ECTS (10 Modules of 3 ECTS per module)• Complete all modules for Pathway 1: Tourism And Hospitality Management (5 Modules of 6 ECTS per module) <p>Qualification 10:</p>			



	<p>Post Graduate Certificate in Tourism And Hospitality Management MQF Level 7/ 30 ECTS Duration: 4-12 months Entry: Same as MBA</p> <p>Modules:</p> <ul style="list-style-type: none">• Complete all modules for Pathway 1: Tourism And Hospitality Management (5 Modules of 6 ECTS per module) <p>Qualification 20: Post Graduate Certificate in Research & Innovation MQF Level 7/ 30 ECTS Duration: 4-12 months Entry: Same as MBA</p> <p>Modules:</p> <ul style="list-style-type: none">• Innovation Management and Design Thinking for Entrepreneurs (6 ECTS)• Data-Driven Research and Analytical Insights (6 ECTS)• Capstone Consulting Project (18 ECTS) <p>Awards: Duration: 3 ECTS: 3-6 weeks 6 ECTS: 5-10 weeks 18 ECTS: 15-30 weeks</p>
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		Award in	ECTS	MQF
5	Structure of Programme	Award in Management and Organisational Dynamics (Business Administration)	3	7
		Award in Managing Financial Resources and Performance (Business Administration)	3	7
		Award in Strategic and Digital Marketing (Business Administration)	3	7
		Award in Project and Operations management (Business Administration)	3	7
		Award in Financial Markets & Valuation (Business Administration)	3	7
		Award in Strategic Decision Making: Dealing with Business Complexity (Business Administration)	3	7
		Award in Economics for decision-making	3	7
		Award in Ethical Leadership and Governance (Business Administration)	3	7
		Award in Corporate Sustainability and Leadership (Business Administration)	3	7
		Award in Business Communication for Competitive Advantage (Business Administration)	3	7
		Award in Innovation Management and Design Thinking for Entrepreneurs (Business Administration)	6	7
		Award in Data-Driven Research and Analytical Insights (Business Administration)	6	7
		Award in Capstone Consulting Project (Business Administration)	18	7
		Award in Destination Management (Tourism and Hospitality Management)	6	7
		Award in International Tourism Policy and Development (Tourism and Hospitality Management)	6	7
		Award in Digital Tourism and Hospitality (Tourism and Hospitality Management)	6	7
		Award in Organisational Behaviour in International Contexts (Tourism and Hospitality Management)	6	7
		Award in Pricing and Revenue Management (Tourism and Hospitality Management)	6	7
		<p>Students normal progression will be to complete all core modules, then pathways and later research, innovation and master thesis.</p> <p>We offer modules in these tracks and following is the duration recommended for normal progression, however in online can be accelerated or done in part-time:</p> <ul style="list-style-type: none">● Sem 1 (6 months): Core Modules: Holistic Management Perspective (Total 30 ECTS)● Sem 2 (6 months): Pathways (30 ECTS)● Sem 3 (6 months): Research, Innovation & Thesis (30 ECTS)		



		The order within the track can be modified.
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Module/Unit Structure

MG7101 Management and Organisational Dynamics

Module : MG7101		
1	Title of Module/Title	Management and Organisational Dynamics
2	Module/Unit Description	<p>This module provides an in-depth exploration of management practices and the complexities of organizational dynamics in contemporary business environments. It emphasizes the role of management in shaping organizational behaviour, culture, and effectiveness. Through a combination of theoretical frameworks and practical applications, students will gain a comprehensive understanding of how to navigate and influence the internal and external forces that impact organizations.</p> <p>Students will critically analyse the interplay between management strategies and organizational structures, assessing how these elements contribute to overall organizational performance. The module also addresses contemporary challenges such as globalization, technological advancements, and diversity in the workplace, providing students with the tools to manage and lead effectively in a rapidly changing business landscape.</p> <p>By the end of the module, students will be equipped with the knowledge and skills to diagnose organizational issues, implement effective management strategies, and lead teams towards achieving organizational goals.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. critically evaluate and apply management theories to diagnose organizational issues and develop strategic solutions that enhance organizational performance.



		<ol style="list-style-type: none">2. understand and exercise leadership roles within organizations, including the ability to inspire, motivate, and guide teams towards achieving common goals.3. communicate, and work on conflict resolution, and develop teamwork within diverse environments leveraging individual strengths, and managing group dynamics to achieve organizational objectives.4. develop a strong sense of ethical responsibility and the ability to navigate complex ethical dilemmas in management, ensuring decisions align with both organizational values and societal expectations.5. adapt to changing organizational environments, including the ability to innovate and respond proactively to emerging challenges and opportunities.
3.2	Knowledge	<p>At the end of the module/unit the learner will be able to:</p> <p>A1 - critically evaluate and synthesize key management theories and their application to complex organizational dynamics.</p> <p>A2 - analyze and interpret the impact of individual and group behavior on organizational performance, integrating behavioral theories to propose evidence-based solutions.</p> <p>A3 - assess and critically appraise the role of leadership and power in shaping organizational culture and effectiveness.</p> <p>A4 - formulate and apply management strategies to resolve conflicts and drive organizational changes effectively.</p> <p>A5 - critically examine the influence of external factors such as globalization and technology on organizational dynamics and adaptability.</p> <p>A6 - design and implement strategies for leading diverse teams and fostering an inclusive organizational environment.</p>
3.3	Skills	<p>At the end of the module/unit the learner will have acquired the following skills to be able to:</p> <p>B1- lead teams with proficiency, motivating employees to align with organizational strategy while integrating advanced research methodologies to inform leadership decisions.</p>



	<p>B2 - resolve conflicts and effectively manage organizational change initiatives by utilising evidence-based practices in conflict resolution and change management.</p> <p>B3 - analyze complex situations, synthesize quantitative and qualitative data, and develop innovative solutions informed by investigative research methodologies and critical analysis to resolve organisational challenges.</p> <p>B4 - enhance communication skills through advanced storytelling techniques backed by empirical research, and effectively manage cultural diversity within the workplace through evidence-based cross-cultural management strategies.</p> <p>B5 - gain competence in making ethical decisions, applying sustainability principles and corporate social responsibility, with tasks that require critical reflection on social, cultural, and environmental impacts of decisions.</p>
	<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1 - identify learning needs and design evidence-based development plans to address them, incorporating reflective learning techniques and continuous professional growth strategies.</p> <p>C2 - develop an awareness of the impact of your own thinking and behaviour and use this as the basis for developing your professional and personal competences during this module.</p> <p>C3 - conduct an independent inquiry, investigation and on-going reflection on your own learning in context, contributing to the generation of new knowledge.</p>
	<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ol style="list-style-type: none">engage with diverse learning platforms and critically assess their effectiveness in digital education.utilize the Office package or comparable office software for data analysis, reporting, and decision-making.create compelling online presentations using evidence-based design and storytelling techniques.



		<ul style="list-style-type: none">d) conduct independent online research with an emphasis on academic databases and credible sources.e) effectively use various video conferencing systems to facilitate virtual collaboration and remote learning.f) scan, print, and upload materials online while ensuring compliance with data security standards.g) work with e-book readers to optimize digital learning and research accessibility.h) utilize plagiarism detection software to uphold academic integrity in research and writing.i) engage in online peer-to-peer collaboration using structured research forums and discussion platforms.j) communicate professionally via digital platforms such as WhatsApp, Skype, and Teams.k) independently organize student intervention meetings using online platforms for knowledge-sharing and skill development.l) effectively use citation software to manage references and enhance research credibility.m) optimize the use of sound transmission and camera technology to enhance virtual engagement and presentation delivery.								
4	MQF Level pegged for this module/unit	7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Self – Study Hours</td><td><input type="text" value="30"/></td></tr><tr><td>Assessment Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Supervised Placement and Practice Hours</td><td><input type="text" value="15"/></td></tr></table>	Total Contact Hours	<input type="text" value="15"/>	Self – Study Hours	<input type="text" value="30"/>	Assessment Hours	<input type="text" value="15"/>	Supervised Placement and Practice Hours	<input type="text" value="15"/>
Total Contact Hours	<input type="text" value="15"/>									
Self – Study Hours	<input type="text" value="30"/>									
Assessment Hours	<input type="text" value="15"/>									
Supervised Placement and Practice Hours	<input type="text" value="15"/>									
7	Total Learning Hours for this module/unit.	75								



8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div> Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ul style="list-style-type: none">• Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.• Notes of the faculty lecture• Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.• Unit-wise assessment which is multiple choice questions.• Optional – Formative discussion forum for reflection and peer-to-peer interaction.• Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to Management and Organizational Dynamics</p> <p>1.1 Overview of Management Theories 1.2 Evolution of Organizational Dynamics</p>



	<p>1.3 The Role of Managers in Organizational Success</p> <p>Unit 2: Organizational Behavior</p> <ul style="list-style-type: none">2.1 Individual Behavior in Organizations2.2 Group Dynamics and Teamwork2.3 Organizational Culture and Its Impact <p>Unit 3: Leadership in Organizations</p> <ul style="list-style-type: none">3.1 Leadership Theories and Styles3.2 Leadership vs. Management3.3 Developing Leadership Skills <p>Unit 4: Motivation and Employee Engagement</p> <ul style="list-style-type: none">4.1 Theories of Motivation (e.g., Maslow, Herzberg)4.2 Techniques for Enhancing Employee Engagement4.3 Aligning Individual Goals with Organizational Objectives <p>Unit 5: Communication in Organizations</p> <ul style="list-style-type: none">5.1 Effective Communication Strategies5.2 Barriers to Communication5.3 The Role of Communication in Leadership and Management <p>Unit 6: Decision-Making Processes</p> <ul style="list-style-type: none">6.1 Rational vs. Bounded Rationality in Decision-Making6.2 Group Decision-Making and Consensus Building6.3 Ethical Decision-Making in Organizations <p>Unit 7: Power, Politics, and Conflict in Organizations</p> <ul style="list-style-type: none">7.1 Sources and Types of Power7.2 Organizational Politics and Its Impact7.3 Conflict Resolution Techniques <p>Unit 8: Organizational Change and Development</p> <ul style="list-style-type: none">8.1 Theories of Organizational Change (e.g., Lewin's Change Model)8.2 Managing Resistance to Change8.3 Strategies for Successful Organizational Development <p>Unit 9: Innovation and Organizational Adaptability</p> <ul style="list-style-type: none">9.1 Fostering a Culture of Innovation9.2 Strategies for Organizational Adaptability9.3 The Role of Technology in Organizational Dynamics <p>Unit 10: Globalization and Cross-Cultural Management</p> <ul style="list-style-type: none">10.1 Impact of Globalization on Organizations10.2 Managing Cross-Cultural Teams10.3 Global Leadership and Ethics
	<p>Support:</p>



		<p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ul style="list-style-type: none">• Student Success Manager: is the first point of contact for every student for any query.• If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.• If it is a faculty/ module content related query, this is forwarded to the assistant faculty.• If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.• In all cases, the turnaround time to resolve the query is within 3 working days.• All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ul style="list-style-type: none">• Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.• The process helps in organising study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is normally multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a written submission. The written submission is a real-world case study analysis. The analysis will be written in 1200 words and submitted 1 week after the completion of the module.</p>



		<p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type off assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Robbins, S.P., & Judge, T.A. (2022). <i>Organizational Behavior</i> (19th ed.). Hoboken, NJ: Pearson.2. Northouse, P.G. (2021). <i>Leadership: Theory and Practice</i> (9th ed.). Thousand Oaks, CA: Sage Publications.3. Cameron, E., & Green, M. (2020). <i>Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change</i> (5th ed.). London: Kogan Page. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Schein, E.H., & Schein, P. (2017). <i>Organizational Culture and Leadership</i> (5th ed.). Hoboken, NJ: Wiley.2. Yukl, G. (2019). <i>Leadership in Organizations</i> (9th ed.). Boston, MA: Pearson.



		<p>3. Cummings, T.G., & Worley, C.G. (2018). <i>Organization Development and Change</i> (11th ed.). Boston, MA: Cengage Learning.</p> <p>Journals for Further Reading</p> <ol style="list-style-type: none">1. Academy of Management Journal2. Journal of Organizational Behavior3. Leadership & Organization Development Journal4. Journal of Applied Behavioral Science5. Harvard Business Review <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7102 Managing Financial Resources and Performance

Module : [MG7102]

1	Title of Module/Title	Managing Financial Resources and Performance
2	Module/Unit Description	This MBA module is intended to examine the theory and current practice of financial reporting, managerial and cost accounting, analysis, and valuation in organizations of



		<p>various sizes and ranges. Students will get exposure to develop a framework for the use of accounting theory, practice, and tools in the management and leadership of organizations. This will also enable them to apply financial standards and ratios to financial statements and reports for a selection of for-profit, non-profit, and public organizations. This module focusses on professional development that requires students' active engagement with a wide variety of materials, activities, and resources to interpret financial data for the purpose of constructing risk assessment, valuation, forecasting activities, and reporting financial results. It will also acquaint them with the preparation of financial statements and understanding of accounting reports.</p> <p>This module will provide students with an in-depth understanding of methods of management, measurement, and control of financial risks, as well as approaches to detecting and managing the risks of financial reporting manipulation, respectively.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. assess the accounting risks of errors, fraud, and audit tools to detect them.2. elaborate cost behavior patterns and implications for break-even, scalability, and profitability forecasts and reporting.3. determine cost calculation in management.4. devise corporate finance techniques and critically evaluate finance and investment theory with particular reference to the operation of financial markets.5. appraise theories of financial statements and related analysis.6. determine basic finance management knowledge and communicate effectively using standard business terminology.
3.2	Knowledge	<p>At the end of the module/unit the learner will be able to:</p> <p>A1- critically analyze the goals of financial management and apply strategic decision-making frameworks to optimize business performance.</p>



		<p>A2 - assess and evaluate various funding sources, financial instruments, and markets to determine the most suitable financing strategies for business sustainability and growth.</p> <p>A3 - critically evaluate and formulate investment strategies that align with business objectives, optimizing return on investment and enhancing long-term organizational valuation.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills:</p> <p>B1 - evaluate and critically assess equity and debt finance - both the forms they take and the processes for raising such financings by integrating financial research and case-based analysis .</p> <p>B2 - design analytical reviews of financial results, proposals, and plans using advanced financial modeling techniques and scenario analysis.</p> <p>B3 - critically evaluate and discuss credit risk, liquidity risk, credit risk, FX risk, interest rate risk, contingency risk, and operational risk and understand how these risks can be measured and managed.</p> <p>B4 - recognize the importance of appropriate financing structure and undertake a 'risk-mapping' of a company or organization.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1- design risk management techniques and use mathematical skills to determine their effectiveness.</p> <p>C2 - examine financial instruments (and other methods) to demonstrate how risks can be managed.</p> <p>C3 - construct and optimise a financing portfolio by applying financial forecasting, diversification strategies, and real-time data analytics.</p> <p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• Engage with financial analytics software and critically assess their role in financial decision-making.• Utilize the Office package or comparable software for financial modeling, risk analysis, and reporting.



		<ul style="list-style-type: none">• Create data-driven online presentations using visualization tools to communicate complex financial insights.• Conduct independent financial research online, leveraging academic databases and financial news sources.• Effectively use various video conferencing systems for virtual collaboration on financial case studies.• Scan, print, and upload financial reports online while ensuring data security and compliance.• Work with financial e-book readers to optimize digital learning and reference financial literature.• Use plagiarism detection software to uphold academic and professional integrity in financial reporting.• Engage in online peer-to-peer collaboration for financial case study discussions and problem-solving.• Communicate professionally via digital platforms (WhatsApp, Skype, Teams) for real-time financial analysis.• Independently organize financial strategy meetings using various online collaboration tools.• Use citation software to manage references in financial research and reports.• Optimize sound transmission and camera technology for virtual financial presentations and stakeholder discussions.								
4	MQF Level pegged for this module/unit	7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Self – Study Hours</td><td><input type="text" value="30"/></td></tr><tr><td>Assessment Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Supervised Placement and Practice Hours</td><td><input type="text" value="15"/></td></tr></table>	Total Contact Hours	<input type="text" value="15"/>	Self – Study Hours	<input type="text" value="30"/>	Assessment Hours	<input type="text" value="15"/>	Supervised Placement and Practice Hours	<input type="text" value="15"/>
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Self – Study Hours	<input type="text" value="30"/>									
Assessment Hours	<input type="text" value="15"/>									
Supervised Placement and Practice Hours	<input type="text" value="15"/>									



7	Total Learning Hours for this module/unit.	75
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div> Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to Financial Management 1.1 Objectives of Financial Management</p>



	<p>1.2 The Role of the Financial Manager</p> <p>1.3 Financial Decision-Making Processes</p> <p>Unit 2: Financial Statements and Analysis</p> <p>2.1 Understanding Key Financial Statements (Income Statement, Balance Sheet, Cash Flow Statement)</p> <p>2.2 Ratio Analysis and Performance Metrics</p> <p>2.3 Trend Analysis and Benchmarking</p> <p>Unit 3: Budgeting and Forecasting</p> <p>3.1 Types of Budgets (Operational, Capital, Cash Flow)</p> <p>3.2 Budget Preparation and Management</p> <p>3.3 Financial Forecasting Techniques</p> <p>Unit 4: Cost Management and Control</p> <p>4.1 Types of Costs (Fixed, Variable, Direct, Indirect)</p> <p>4.2 Cost-Volume-Profit Analysis</p> <p>4.3 Activity-Based Costing and Management</p> <p>Unit 5: Working Capital Management</p> <p>5.1 Components of Working Capital</p> <p>5.2 Cash Management and Liquidity</p> <p>5.3 Credit Management and Inventory Control</p> <p>Unit 6: Investment Appraisal and Capital Budgeting</p> <p>6.1 Time Value of Money and Discounted Cash Flow</p> <p>6.2 Net Present Value (NPV) and Internal Rate of Return (IRR)</p> <p>6.3 Payback Period and Profitability Index</p> <p>Unit 7: Financing Decisions and Capital Structure</p> <p>7.1 Sources of Financing (Equity, Debt, Hybrid)</p> <p>7.2 Cost of Capital and WACC</p> <p>7.3 Optimal Capital Structure and Leverage</p> <p>Unit 8: Performance Measurement and Management</p> <p>8.1 Key Performance Indicators (KPIs)</p> <p>8.2 Balanced Scorecard Approach</p> <p>8.3 Financial vs. Non-Financial Performance Metrics</p> <p>Unit 9: Risk Management in Financial Decision-Making</p> <p>9.1 Types of Financial Risks (Market, Credit, Liquidity, Operational)</p> <p>9.2 Risk Assessment and Mitigation Strategies</p> <p>9.3 Hedging Techniques and Derivatives</p> <p>Unit 10: Strategic Financial Management</p> <p>10.1 Aligning Financial Strategy with Business Strategy</p> <p>10.2 Value-Based Management and Shareholder Value</p> <p>10.3 Mergers, Acquisitions, and Corporate Restructuring</p>
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		<p>Support:</p> <p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple choice questions.</p> <p>End of the module assessment is the final assessment, comprising of 60% weightage. The nature of final assessment is the report submission. The report is a Comprehensive Financial Analysis and Strategy Report of a chosen company. The word count to be followed is 1500 words and the report should be submitted in 2 weeks time post module completion.</p>



		<p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer to peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and is to be submitted via e-campus. No email submissions can be accepted.</p> <p>All end of the module assessments must be provided to the learners atleast 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The rubric is supplemented for the overall program, and also the assessment specific rubric is provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Brigham, E.F., & Ehrhardt, M.C. (2022). Financial Management: Theory and Practice (17th ed.). Boston, MA: Cengage Learning.2. Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D. (2019). Corporate Finance (13th ed.). New York, NY: McGraw-Hill Education.3. Berk, J., & DeMarzo, P. (2020). Corporate Finance (5th ed.). Harlow: Pearson. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Damodaran, A. (2021). Corporate Finance: A Valuation Approach (4th ed.). Hoboken, NJ: Wiley.



	<p>2. Parrino, R., Kidwell, D.S., & Bates, T.W. (2019). Fundamentals of Corporate Finance (4th ed.). Hoboken, NJ: Wiley.</p> <p>3. Hillier, D. (2021). Financial Markets and Corporate Strategy (4th ed.). London: McGraw-Hill Education.</p> <p>4. Koller, T., Goedhart, M., & Wessels, D. (2020). Valuation: Measuring and Managing the Value of Companies (7th ed.). Hoboken, NJ: Wiley.</p> <p>5. Klammer, T., Koch, B., & Wilner, N. (2018). Cost Management: Measuring, Monitoring, and Motivating Performance (3rd ed.). New York, NY: McGraw-Hill Education.</p>
<p>Journals for Further Reading</p> <p>1. Journal of Finance</p> <p>2. Financial Management</p> <p>3. Review of Financial Studies</p> <p>4. Journal of Corporate Finance</p> <p>5. Managerial Finance</p> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>	



MG7103 Strategic and Digital Marketing

Module D : [MG7103]		
1	Title of Module/Title	Strategic and Digital Marketing
2	Module/Unit Description	<p>In today's rapidly evolving digital landscape, businesses must adapt their marketing strategies to effectively engage with consumers and drive growth. The Strategic and Digital Marketing module equips MBA students with the knowledge and skills required to navigate the complexities of digital marketing and leverage technology to achieve competitive advantage. This module offers a comprehensive exploration of digital marketing strategies, tools, and best practices, with a focus on strategic decision-making and management in the digital era. The module emphasizes the integration of digital marketing with overall business strategy, exploring how data-driven insights can inform marketing decisions, enhance customer engagement, and drive organizational performance.</p> <p>Through a combination of lectures, case studies, and hands-on projects, students will gain practical experience in designing and implementing digital marketing campaigns that align with business objectives. By the end of the module, students will have developed a strategic mindset and the ability to critically evaluate and implement digital marketing strategies that enhance brand value, optimize customer experiences, and drive sustainable business growth in a competitive digital environment.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. create and implement strategic digital marketing plans that align with overall business objectives.2. monitor and analyze digital marketing performance using key metrics and analytics tools.3. ensure the integration of digital marketing strategies with traditional marketing efforts for a cohesive approach.4. manage the use of emerging digital technologies to enhance marketing effectiveness and customer engagement.



		<ol style="list-style-type: none">5. guide the evaluation of the impact of digital marketing strategies on brand reputation and business performance.6. demonstrate communication skills to convey marketing information persuasively and accurately in oral, written, graphic, and interactive media formats.
3.2	Knowledge	<p>At the end of the module/unit, the learner will be able to:</p> <p>A1 - critically assess the fundamental concepts and frameworks of digital marketing, including SEO, content marketing, and social media strategy to develop data-driven marketing solutions.</p> <p>A2 - analyze and interpret key performance indicators (KPIs) and metrics used in digital marketing to measure the effectiveness of campaigns.</p> <p>A3 - critically evaluate the role of data analytics in shaping and optimizing digital marketing strategies for competitive advantage.</p> <p>A4 - assess and synthesize the impact of emerging technologies, such as AI and machine learning, on digital marketing practices and strategic decision-making.</p> <p>A5 - critically examine the ethical considerations and challenges in digital marketing, including data privacy, consumer protection, and transparency to ensure responsible marketing practices.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills:</p> <p>B1 - design and implement comprehensive digital marketing strategies that align with business goals, leveraging data analytics and evidence-based marketing principles.</p> <p>B2 - manage and optimise digital marketing campaigns across various platforms, utilizing tools such as Google Analytics, social media management software, and CRM systems.</p> <p>B3 - critically analyse digital marketing data to derive actionable insights and optimize marketing efforts.</p> <p>B4 - collaborate with cross-functional teams to integrate digital marketing efforts with broader business strategies, ensuring alignment with corporate social responsibility (CSR) and ethical marketing considerations.</p> <p>B5 - adapt digital marketing approaches in response to changing market conditions, customer behaviors, and</p>



	<p>technological advancements, incorporating sustainability and ethical digital marketing practices.</p>
<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1 - critically analyze digital marketing challenges and construct innovative, research-backed solutions to optimize marketing effectiveness.</p> <p>C2 - examine the costs and benefits of marketing channels; discuss the firms and the functions involved in typical marketing channels in Europe.</p> <p>C3 - evaluate and integrate various promotional strategies, including advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix; compare and contrast integrated marketing communications with a non-integrated approach to the promotional mix.</p>	
<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">● use digital marketing analytics software to track and improve campaign performance.● leverage AI-driven tools for customer segmentation, personalization, and predictive marketing.● effectively utilize office software for marketing analysis, reporting, and campaign planning.● develop visually compelling online presentations using marketing visualization tools (e.g., Canva, Tableau).● conduct independent online research using academic and industry databases for marketing insights.● collaborate through digital communication platforms for remote marketing strategy discussions.● scan, print, and upload online documents while ensuring compliance with data privacy laws.● work with e-book readers to optimize access to digital marketing literature and case studies.● utilize plagiarism detection software to uphold ethical marketing practices.● engage in online peer-to-peer collaboration for digital marketing campaign development.● effectively communicate via messaging and video conferencing tools for digital marketing presentations.● organize virtual marketing strategy meetings using various online collaboration tools.	



		<ul style="list-style-type: none">use citation management software to reference digital marketing research properly.optimize sound and video technology for high-quality digital presentations and live marketing events.								
4	MQF Level pegged for this module/unit	EQF/ MQF Level 7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td>15</td></tr><tr><td>Self – Study Hours</td><td>30</td></tr><tr><td>Assessment Hours</td><td>15</td></tr><tr><td>Supervised Placement and Practice Hours</td><td>15</td></tr></table>	Total Contact Hours	15	Self – Study Hours	30	Assessment Hours	15	Supervised Placement and Practice Hours	15
Total Contact Hours	15									
Self – Study Hours	30									
Assessment Hours	15									
Supervised Placement and Practice Hours	15									
7	Total Learning Hours for this module/unit.	75								
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning								
9	Blended Learning	Contact Hours delivered online. <table><tr><td>%</td></tr></table> Contact Hours delivered Face to Face <table><tr><td>%</td></tr></table>	%	%						
%										
%										
10	Explain how this module/unit will be taught.	We intend to offer programs in online model; hence our online didactic model is as follows:								



	<p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission.
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Curriculum

Unit 1: Fundamentals of Strategic Marketing

- 1.1 Introduction to Strategic Marketing Concepts
- 1.2 The Role of Marketing in Business Strategy
- 1.3 Market-Oriented Organizational Structures

Unit 2: Market Analysis and Consumer Behavior

- 2.1 Analyzing Market Opportunities and Threats
- 2.2 Understanding Consumer Behavior and Decision-Making
- 2.3 Segmentation, Targeting, and Positioning (STP)

Unit 3: Marketing Research and Data Analysis

- 3.1 Principles of Marketing Research
- 3.2 Qualitative and Quantitative Research Methods
- 3.3 Using Data for Strategic Decision Making

Unit 4: Strategic Marketing Planning

- 4.1 Developing a Marketing Plan
- 4.2 Setting Marketing Objectives and KPIs
- 4.3 Budgeting and Resource Allocation

Unit 5: Branding and Positioning

- 5.1 Brand Strategy and Management
- 5.2 Creating and Sustaining Brand Equity
- 5.3 Positioning Strategies in Competitive Markets

Unit 6: Integrated Marketing Communications (IMC)

- 6.1 Overview of IMC Strategies
- 6.2 Designing and Implementing IMC Campaigns
- 6.3 Measuring IMC Effectiveness



	<p>Unit 7: Introduction to Digital Marketing</p> <p>7.1 Digital Marketing Fundamentals</p> <p>7.2 The Role of Digital Marketing in Strategic Marketing</p> <p>7.3 Digital vs. Traditional Marketing Channels</p> <p>Unit 8: Digital Marketing Tools and Techniques</p> <p>8.1 Overview of Key Digital Marketing Tools (SEO, SEM, Social Media)</p> <p>8.2 Content Marketing and Its Role in Digital Strategies</p> <p>8.3 Online Advertising and Pay-Per-Click (PPC) Campaigns</p> <p>Unit 9: Social Media Strategy</p> <p>9.1 Social Media Platforms and Their Marketing Potential</p> <p>9.2 Developing and Managing Social Media Campaigns</p> <p>9.3 Social Media Analytics and ROI Measurement</p> <p>Unit 10: Email and Mobile Marketing</p> <p>10.1 Strategies for Effective Email Marketing Campaigns</p> <p>10.2 Personalization and Automation in Email Marketing</p> <p>10.3 Mobile Marketing: Apps, SMS, and Geo-targeting</p> <p>Unit 11: Digital Marketing Analytics and Metrics</p> <p>11.1 Introduction to Digital Marketing Analytics</p> <p>11.2 Key Performance Indicators (KPIs) and Metrics</p> <p>11.3 Using Analytics for Continuous Improvement</p> <p>Unit 12: Strategic Integration of Digital and Traditional Marketing</p> <p>12.1 Aligning Digital Marketing with Overall Marketing Strategy</p> <p>12.2 Creating Synergy Between Digital and Traditional Channels</p> <p>12.3 Future Trends in Strategic and Digital Marketing</p> <p>Support:</p> <p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.
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		<ol style="list-style-type: none">3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a written submission. The student will prepare a digital marketing campaign in 1000 words in a presentation format and submit the same. 50% weightage will be kept aside for presenting the content and 10% for the written part. The submission must happen in 2 weeks from the completion of the module.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions can be accepted.</p> <p>All end of the module assessments must be provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing</p>



		<p>software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The rubric is supplemented for the overall program, and also the assessment specific rubric is provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	<p>End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.</p>
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing: Strategy, Implementation and Practice (7th ed.). Harlow: Pearson.2. Ryan, D. (2020). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (5th ed.). London: Kogan Page.3. Kingsnorth, S. (2019). Digital Marketing Strategy: An Integrated Approach to Online Marketing (2nd ed.). London: Kogan Page. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Hoboken, NJ: Wiley.2. Tuten, T.L., & Solomon, M.R. (2018). Social Media Marketing (3rd ed.). Thousand Oaks, CA: Sage Publications.3. Dodson, I. (2019). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns (2nd ed.). Hoboken, NJ: Wiley.4. Wymbs, C. (2018). Digital Marketing Fundamentals: From Strategy to ROI. New York, NY: Routledge.5. Charlesworth, A. (2018). Digital Marketing: A Practical Approach (3rd ed.). London: Routledge.



		<p>Journals for Further Reading</p> <ol style="list-style-type: none">1. Journal of Digital & Social Media Marketing2. International Journal of Digital Marketing and Advertising3. Journal of Interactive Marketing4. Journal of Marketing Research5. Marketing Science <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7104 Project and Operations management

Module D : [MG7104]		
1	Title of Module/Title	Project and Operations management
2	Module/Unit Description	Project and Operations Management is a critical area of business that focuses on the efficient and effective management of processes and projects to achieve organizational goals. This MBA module is designed to equip students with a deep understanding of the principles, tools,



		<p>and techniques essential for managing projects and operations in various industries. The module covers key topics such as project management methodologies, operations strategy, process optimization, quality management, and supply chain management. Students will learn how to plan, execute, and control projects, ensuring they are completed on time, within scope, and on budget. Additionally, the module delves into the management of operations, emphasizing the importance of aligning operational capabilities with strategic objectives to enhance productivity, quality, and customer satisfaction.</p> <p>Through a combination of theoretical insights and practical applications, students will develop the ability to analyze complex operational problems, design efficient workflows, and lead projects and operations teams effectively. This module prepares students to tackle real-world challenges in project and operations management, driving continuous improvement and operational excellence in their organizations.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. develop comprehensive project plans and manage project timelines, resources, and risks effectively.2. analyze and optimize processes to improve operational performance and reduce waste.3. implement quality management systems and ensure adherence to quality standards.4. lead cross-functional teams, fostering collaboration and achieving project and operational goals.5. make informed strategic decisions that align operations and projects with broader organizational objectives.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following and be able to:</p> <p>A1 - critically evaluate the key concepts and principles of project management, including methodologies such as Agile, Waterfall, and Lean to determine their suitability for different project environments.</p> <p>A2 - analyze and assess the components of operations strategy and their role in driving organizational efficiency and competitive advantage.</p>



		<p>A3 - design and optimize workflows by applying advanced process management techniques to enhance operational efficiency and resource utilization.</p> <p>A4 - evaluate and synthesize the impact of supply chain management on overall operational performance.</p> <p>A5 - critically examine the role of quality management systems and continuous improvement methodologies in enhancing operational effectiveness and long-term business success.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills and will be able to:</p> <p>B1 - develop and implement comprehensive project plans that include scope, timeline, budget, and risk management strategies, utilizing data-driven decision-making and project management best practices.</p> <p>B2 - critically analyze and optimize operational processes using advanced analytical tools and methodologies, identifying inefficiencies and implementing evidence-based process improvement initiatives.</p> <p>B3 - lead and manage project and operations teams effectively, ensuring alignment with organizational goals, fostering collaboration, and integrating sustainability considerations into decision-making..</p> <p>B4 - apply quality management techniques to ensure products and services meet or exceed customer expectations.</p>
<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1 - critically evaluate and apply planning and control tools within operations management, leveraging advanced data analytics and forecasting techniques.</p> <p>C2 - exhibit ethical commitment and social responsibility at work, respecting the environment, and knowing how to use different technical instruments for the analysis of operations.</p> <p>C3 - demonstrate advanced decision-making in companies and organisations, especially at operational and tactical levels.</p>		
<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p>		



		<ul style="list-style-type: none">• utilize project management software (e.g., MS Project, Trello, Asana) for project execution.• apply data analytics tools (e.g., Excel, Power BI, Tableau) to analyze operational performance.• leverage office software for reporting, financial analysis, and documentation.• create interactive online presentations using digital visualization tools.• conduct independent research online using academic databases and industry sources.• use various video conferencing systems for virtual collaboration and stakeholder communication.• implement digital quality management systems to monitor operational performance.• work with e-book readers and plagiarism detection software to enhance research integrity.• engage in online peer-to-peer collaboration for problem-solving and strategy development.• use citation management software for accurate referencing in project documentation.• organize virtual operations management meetings via digital platforms.• optimize sound and video technology for online project presentations and meetings.								
4	MQF Level pegged for this module/unit	EQF/ MQF Level 7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Self – Study Hours</td><td><input type="text" value="30"/></td></tr><tr><td>Assessment Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Supervised Placement and Practice Hours</td><td><input type="text" value="15"/></td></tr></table>	Total Contact Hours	<input type="text" value="15"/>	Self – Study Hours	<input type="text" value="30"/>	Assessment Hours	<input type="text" value="15"/>	Supervised Placement and Practice Hours	<input type="text" value="15"/>
Total Contact Hours	<input type="text" value="15"/>									
Self – Study Hours	<input type="text" value="30"/>									
Assessment Hours	<input type="text" value="15"/>									
Supervised Placement and Practice Hours	<input type="text" value="15"/>									
7	Total Learning Hours for this module/unit.	75								
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face								



		<input checked="" type="checkbox"/> 100% Online
		<input type="checkbox"/> Blended Learning Point D9 is required to be filled in.
		<input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div>
		Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into subunits, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <p>Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.</p> <p>Notes of the faculty lecture</p> <p>Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.</p> <p>Unit-wise assessment which is multiple choice questions.</p> <p>Optional – Formative discussion forum for reflection and peer-to-peer interaction.</p> <p>Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission.</p> <p>Curriculum</p> <p>Unit 1: Introduction to Project and Operations Management</p> <ul style="list-style-type: none">1.1 Overview of Project and Operations Management1.2 Historical Development and Modern Trends1.3 Role of Project and Operations Management in Business <p>Unit 2: Project Management Methodologies</p> <ul style="list-style-type: none">2.1 Waterfall and Agile Methodologies2.2 Lean Project Management2.3 Selecting the Right Methodology for Projects



	<p>Unit 3: Project Planning and Scheduling</p> <ul style="list-style-type: none">3.1 Work Breakdown Structure (WBS) and Gantt Charts3.2 Resource Allocation and Scheduling Techniques3.3 Critical Path Method (CPM) and Program Evaluation Review Technique (PERT) <p>Unit 4: Risk Management in Projects</p> <ul style="list-style-type: none">4.1 Identifying and Assessing Project Risks4.2 Developing Risk Mitigation Strategies4.3 Monitoring and Controlling Risks Throughout the Project Lifecycle <p>Unit 5: Operations Strategy</p> <ul style="list-style-type: none">5.1 Components of Operations Strategy5.2 Aligning Operations with Business Strategy5.3 Competitive Priorities in Operations <p>Unit 6: Process Design and Optimization</p> <ul style="list-style-type: none">6.1 Designing Efficient Workflows and Processes6.2 Lean and Six Sigma Methodologies6.3 Tools for Process Improvement <p>Unit 7: Quality Management</p> <ul style="list-style-type: none">7.1 Principles of Total Quality Management (TQM)7.2 Implementing ISO Standards7.3 Continuous Improvement and Kaizen <p>Unit 8: Supply Chain Management</p> <ul style="list-style-type: none">8.1 Components of Supply Chain Management8.2 Supply Chain Integration and Coordination8.3 Managing Supply Chain Risks <p>Unit 9: Operations and Project Management Technology</p> <ul style="list-style-type: none">9.1 Project Management Software and Tools9.2 ERP Systems in Operations Management9.3 Emerging Technologies in Project and Operations Management <p>Unit 10: Leadership in Project and Operations Management</p> <ul style="list-style-type: none">10.1 Leadership Styles and Their Impact on Project Success10.2 Managing Cross-Functional and Virtual Teams10.3 Change Management in Operations and Projects <p>Support:</p> <p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.
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		<ol style="list-style-type: none">2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is normally multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a written assignment focussing on project & operations management challenges in a business scenario. The essay shall be written in 1700 words and submitted within 3 weeks of module completion.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and is to be submitted via e-campus. No email submissions can be accepted.</p>



		<p>All end of the module assessments must be provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked to live to validate the submitted assignment ownership.</p> <p>The rubric is supplemented for the overall program, and the assessment specific rubric is provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Heagney, J. (2018). Fundamentals of Project Management (6th ed.). New York: AMACOM.2. Slack, N., Brandon-Jones, A., & Burgess, N. (2019). Operations Management (9th ed.). Harlow: Pearson.3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). Hoboken, NJ: Wiley.4. Stevenson, W.J. (2020). Operations Management (14th ed.). New York: McGraw-Hill. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Meredith, J.R., Shafer, S.M., & Mantel, S.J. (2017). Project Management in Practice (6th ed.). Hoboken, NJ: Wiley.2. Jacobs, F.R., & Chase, R.B. (2021). Operations and Supply Chain Management (16th ed.). New York: McGraw-Hill.3. Gray, C.F., & Larson, E.W. (2017). Project Management: The Managerial Process (7th ed.). New York: McGraw-Hill.



		<p>4. Krajewski, L.J., Malhotra, M.K., & Ritzman, L.P. (2018). <i>Operations Management: Processes and Supply Chains</i> (12th ed.). Harlow: Pearson.</p> <p>5. Hill, A.V. (2020). <i>The Encyclopedia of Operations Management: A Field Manual and Glossary of Operations Management Terms and Concepts</i> (2nd ed.). New York: Pearson.</p> <p>Journals for Further Reading</p> <ol style="list-style-type: none">1. International Journal of Project Management2. Journal of Operations Management3. Project Management Journal4. Production and Operations Management5. International Journal of Production Economics <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7105 Financial Markets & Valuation

Module D : [MG7105]

1 **Title of Module/Title**

Financial Markets & Valuation



2	Module/Unit Description	<p>This MBA module is intended to give students exposure to finance problems that are prevalent within organizations at the board level. It will equip students to work with finance and accounting experts in the industry confidently. By the end of this module, students will have a grasp of the fundamentals of financial analysis and corporate financial theory. They will understand how to tackle the main financial problems that they are likely to encounter in their job. The financial issues discussed will be those relevant in the private and public sectors and also in the context of a global perspective.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. assess corporate governance, agency theory, and the related role of stakeholders.2. analyse organisational performance in terms of return on investment, investment risk, and capital structure management.3. explain the corporate finance theories underpinning the cost of capital, dividend policy, and efficient markets.4. appraise the risk profile of organisations; specifically, be able to estimate the costs of capital, including debt and equity capital using financial data.5. evaluate strategic alternatives available to multinational corporations to manage foreign exchange exposures.6. assess the techniques and practical application of project appraisal and company valuation methods.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following and will be able to:</p> <p>A1 - critically evaluate and synthesize alternative methods for valuing companies and apply corporate finance techniques to assess their impact on organizational strategies and performance.</p>



		<p>A2 - critically analyze and interpret financial data for business decision-making, demonstrating the ability to assess organizational performance through independent judgment and in-depth evaluation of financial indicators.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills and will be able to:</p> <p>B1 - critically evaluate capital structures that may be applied by companies and the implications of these structures.</p> <p>B2 - prepare and evaluate finance appraisals of projects, applying evidence-based investment appraisal techniques such as NPV, IRR, and sensitivity analysis.</p> <p>B3 - formulate reports on the valuation of companies and other organisations, utilizing financial research methodologies and industry benchmarks.</p> <p>B4 - perform complex financial calculations for use in corporate finance decisions, including capital budgeting, risk-return analysis, and quantitative modeling using financial software tools.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1 - identify and critically assess the sources of key financial data to support calculations and analysis.</p> <p>C2 - solve complex business finance problems using appropriate research and corporate finance techniques.</p> <p>C3 - critically evaluate the relationship between finance and accounting, corporate governance, the time value of money, finance tools, project appraisal, and company appraisal, applying research-based insights to financial decision-making.</p>
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">● use financial modeling tools (e.g., Excel, Power BI, Python for finance) for forecasting and scenario analysis.● leverage financial databases (e.g., Bloomberg, Reuters, Morningstar) to access market data and conduct empirical research.



		<ul style="list-style-type: none">utilize office and accounting software (e.g., QuickBooks, SAP, Xero) for financial management and reporting.create advanced financial presentations integrating interactive visualizations and data-driven storytelling.conduct independent online research using academic databases (e.g., Google Scholar, SSRN, JSTOR) and regulatory reports.participate in online financial simulations and trading platforms for hands-on investment analysis.use video conferencing tools for financial discussions and virtual team collaborations.apply plagiarism detection software to ensure the integrity of financial reports and research.engage in online peer-to-peer collaboration for case studies, investment simulations, and financial strategy development.utilize citation management software (e.g., Mendeley, Zotero, EndNote) for academic and professional financial reporting.organize virtual finance workshops and analysis meetings via digital platforms.optimize sound and video technology for financial presentations and stakeholder meetings								
4	MQF Level pegged for this module/unit	MQF/ EQF Level 7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table border="1"><tr><td>Total Contact Hours</td><td>15</td></tr><tr><td>Self – Study Hours</td><td>30</td></tr><tr><td>Assessment Hours</td><td>15</td></tr><tr><td>Supervised Placement and Practice Hours</td><td>15</td></tr></table>	Total Contact Hours	15	Self – Study Hours	30	Assessment Hours	15	Supervised Placement and Practice Hours	15
Total Contact Hours	15									
Self – Study Hours	30									
Assessment Hours	15									
Supervised Placement and Practice Hours	15									



7	Total Learning Hours for this module/unit.	75
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div> Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to Financial Markets 1.1 Overview of Financial Markets and Institutions</p>



	<p>1.2 Types of Financial Markets: Equity, Debt, Derivatives</p> <p>1.3 Role of Financial Markets in the Economy</p> <p>Unit 2: Financial Instruments and Securities</p> <p>2.1 Equities: Stocks and Shares</p> <p>2.2 Fixed Income Securities: Bonds and Debentures</p> <p>2.3 Derivatives: Options, Futures, and Swaps</p> <p>Unit 3: Valuation Fundamentals</p> <p>3.1 Time Value of Money Concepts</p> <p>3.2 Discounted Cash Flow (DCF) Analysis</p> <p>3.3 Intrinsic vs. Relative Valuation</p> <p>Unit 4: Equity Valuation</p> <p>4.1 Dividend Discount Models (DDM)</p> <p>4.2 Price-Earnings Ratio and Other Multiples</p> <p>4.3 Free Cash Flow to Equity (FCFE)</p> <p>Unit 5: Fixed Income Valuation</p> <p>5.1 Valuation of Bonds and Yield Calculations</p> <p>5.2 Interest Rate Risk and Duration</p> <p>5.3 Credit Risk and Bond Ratings</p> <p>Unit 6: Derivatives and Risk Management</p> <p>6.1 Valuation of Options: Black-Scholes Model</p> <p>6.2 Futures Pricing and Hedging Strategies</p> <p>6.3 Swaps and Risk Management Applications</p> <p>Unit 7: Market Efficiency and Behavioral Finance</p> <p>7.1 Efficient Market Hypothesis (EMH)</p> <p>7.2 Anomalies and Market Inefficiencies</p> <p>7.3 Behavioral Finance and Its Impact on Valuation</p> <p>Unit 8: Corporate Valuation Techniques</p> <p>8.1 Enterprise Value and Firm Valuation</p> <p>8.2 Valuing Mergers and Acquisitions (M&A)</p> <p>8.3 Leveraged Buyouts (LBOs) Valuation</p> <p>Unit 9: Real Estate and Alternative Investments Valuation</p> <p>9.1 Real Estate Valuation Methods</p> <p>9.2 Valuation of Private Equity and Venture Capital</p> <p>9.3 Valuing Commodities and Cryptocurrencies</p> <p>Unit 10: International Financial Markets</p> <p>10.1 Global Equity and Bond Markets</p> <p>10.2 Exchange Rates and Currency Valuation</p> <p>10.3 International Investment Strategies</p> <p>Unit 11: Advanced Topics in Valuation</p> <p>11.1 Valuation in Emerging Markets</p> <p>11.2 Impact of Macroeconomic Factors on Valuation</p> <p>11.3 Ethical Considerations in Financial Valuation</p>
	<p>Support:</p>



		<p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is normally multiple choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is the report submission. The report can be a project, analysis, case study, research paper, etc.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer to peer learning and reflecting on the concepts used.</p>



		<p>All assessments are provided via e-campus, and are to be submitted via e-campus. No email submissions can be accepted.</p> <p>All end of the module assessments must be provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked to live to validate the submitted assignment ownership.</p> <p>The rubric is supplemented for the overall program, and also the assessment specific rubric is provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Saad, S. (2021). <i>Corporate Finance Fundamentals: Big Business Theory for SME, Investor or MBA Application</i>.2. Koller, T., Goedhart, M., Wessels, D., & McKinsey & Company Inc. (2023). <i>Valuation: Measuring and Managing the Value of Companies</i> (8th ed.). Hoboken, NJ: John Wiley & Sons.3. Vogel, H.L. (2023). <i>Financial Market Bubbles and Crashes</i> (3rd ed.). Cham: Springer.4. Jakab, S. (2022). <i>The Revolution That Wasn't: GameStop, Reddit, and the Fleecing of Small Investors</i>. New York: Penguin Books.5. Alexander, C. (2023). <i>Market Models: A Guide to Financial Data Analysis</i> (2nd ed.). Hoboken, NJ: John Wiley & Sons. <p>Supplementary Reading</p>



	<p>1. Molyneux, P., Reghezza, A., & Xie, R. (2019). Bank margins and profits in a world of negative rates. <i>Journal of Financial Markets</i>, 107, 112-132.</p> <p>2. Altavilla, C., Darracq Pariès, M., & Nicoletti, G. (2019). Loan supply, credit markets, and the euro area financial crisis. <i>Journal of Banking & Finance</i>, 109, 213-236.</p> <p>Journals for Further Reading</p> <ol style="list-style-type: none">1. <i>Journal of Financial Markets</i>2. <i>Journal of Banking & Finance</i>3. <i>Review of Financial Studies</i>4. <i>Journal of Corporate Finance</i>5. <i>Financial Analysts Journal</i> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7106 Strategic Decision Making: Dealing with Business Complexity

Module D : [MG7106]		
1	Title of Module/Title	Strategic Decision Making: Dealing with Business Complexity



2	Module/Unit Description	<p>This MBA module is intended to give students exposure to organizational strategies that involve many activities, and therefore, managers should pursue a chosen strategy with consistency and commitment. Students will get to learn the challenges posed by their organization's environment and see how they can best identify and exploit their organization's potential sources of advantage. They will be equipped with organizational resources and capabilities and the way it competes for scarce resources and customers for its products or services.</p> <p>This module on The Dynamics of Strategy will be the fifth compulsory stage of the MBA programme providing students with a comprehensive knowledge of real-life examples and case study situations, and to reflect on and challenge their understanding of strategy.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. assess basic concepts and principles of strategic management analyse the internal and external environment of the business.2. elaborate how organisations analyze their resources and capabilities in terms of meeting their evolving strategic objectives.3. determine the different levels at which strategies are made and implemented in organizations.4. devise organizational strategies that will be effective for the rapidly evolving business environment.5. appraise strategic approaches to managing a business successfully in a global context.6. propose organisations to choose between potential strategic options, especially through an awareness of their stakeholders, culture, structure, and systems.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following and will be able to:</p> <p>A1 - critically evaluate how organisations respond to the impact of the macro environment on organisations and systematically assess the challenges posed by environmental change on organizational strategy and performance.</p> <p>A2 - critically analyze the strategy formulation process, synthesizing the interconnections between its various stages</p>



		<p>to assess their impact on strategic decision-making and organizational outcomes.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills and will be able to:</p> <p>B1 - critically evaluate the principles of strategy formulation, implementation, and control in organizations using evidence-based research and real-world case studies.</p> <p>B2 - prepare and master the analytical tools of strategic management.</p> <p>B3 - formulate strategic competitiveness, alternatives, implementation, and emerging trends, integrating ethical, environmental, and social responsibility considerations in decision-making.</p> <p>B4 - critically analyze contemporary and emerging trends in strategic management, leveraging digital transformation, globalization, and innovation as key drivers of change.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1 - appraise the functional and integrated understanding of basic strategic business concepts and disciplines, using quantitative and qualitative research to support decision-making.</p> <p>C2 - design and propose data-driven business processes to develop practical solutions for real-world business challenges.</p> <p>C3 - critically evaluate the effective decision-making processes, and processes of thinking strategically through applied work on case material.</p>
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">● use strategic planning software (e.g., Balanced Scorecard, BCG Matrix, Business Model Canvas) for scenario planning.● analyze market and industry data using business intelligence tools (e.g., Google Analytics).● conduct financial and risk assessments using Excel modelling.



		<ul style="list-style-type: none">● utilize office and management software (e.g., MS Office) for strategic reporting and presentations.● develop digital business strategies through case-based simulations and online market analysis.● create strategic presentations integrating digital storytelling and data visualization tools.● engage in virtual strategic planning workshops through online collaboration platforms.● communicate effectively through digital platforms (e.g., MS Teams, Zoom, Slack) for strategic discussions and stakeholder engagement.								
4	MQF Level pegged for this module/unit	MQF/ EQF Level 7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td>15</td></tr><tr><td>Self – Study Hours</td><td>30</td></tr><tr><td>Assessment Hours</td><td>15</td></tr><tr><td>Supervised Placement and Practice Hours</td><td>15</td></tr></table>	Total Contact Hours	15	Self – Study Hours	30	Assessment Hours	15	Supervised Placement and Practice Hours	15
Total Contact Hours	15									
Self – Study Hours	30									
Assessment Hours	15									
Supervised Placement and Practice Hours	15									
7	Total Learning Hours for this module/unit.	75								
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning								
9	Blended Learning	Contact Hours delivered online. <table><tr><td>%</td></tr></table>	%							
%										



		Contact Hours delivered Face to Face <table border="1"><tr><td>%</td></tr></table>	%
%			
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ul style="list-style-type: none">• Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.• Notes of the faculty lecture• Supporting reading material such as research papers, articles, journals, video case studies, Harvard or other case studies, simulations, etc.• Unit-wise assessment which is multiple choice questions.• Optional – Formative challenge-based discussion forum for reflection and peer-to-peer interaction.• After the student completes all units, the student is required to attempt a module project/ case study/ report writing etc kind of submission <p>Curriculum</p> <p>Unit 1: Introduction to Strategic Decision Making</p> <ul style="list-style-type: none">1.1 Overview of Strategic Decision Making in Business1.2 Complexity in Modern Business Environments1.3 Decision-Making Models and Frameworks <p>Unit 2: Understanding Business Complexity</p> <ul style="list-style-type: none">2.1 Identifying Complex Systems in Business2.2 Drivers of Complexity: Globalization, Technology, and Regulation2.3 Adaptive Strategies in Complex Environments <p>Unit 3: Analytical Tools for Decision Making</p> <ul style="list-style-type: none">3.1 Quantitative Analysis: Statistical and Financial Tools3.2 Qualitative Analysis: SWOT, PESTEL, and Scenario Planning3.3 Big Data and Business Analytics in Decision Making <p>Unit 4: Behavioral Aspects of Decision Making</p> <ul style="list-style-type: none">4.1 Cognitive Biases and Heuristics4.2 Decision-Making Under Uncertainty and Risk4.3 Group Dynamics and Decision-Making Processes	



	<p>Unit 5: Strategic Planning and Implementation</p> <p>5.1 Strategic Planning Processes</p> <p>5.2 Aligning Strategic Objectives with Business Goals</p> <p>5.3 Implementing Strategic Decisions: Challenges and Best Practices</p> <p>Unit 6: Systems Thinking in Strategic Decision Making</p> <p>6.1 Introduction to Systems Thinking</p> <p>6.2 Applying Systems Thinking to Complex Business Problems</p> <p>6.3 Case Studies in Systems Thinking</p> <p>Unit 7: Innovation and Strategic Decision Making</p> <p>7.1 The Role of Innovation in Strategic Decision Making</p> <p>7.2 Fostering a Culture of Innovation</p> <p>7.3 Case Studies in Strategic Innovation</p> <p>Unit 8: Ethical Considerations in Strategic Decision Making</p> <p>8.1 Ethical Frameworks for Decision Making</p> <p>8.2 Corporate Social Responsibility and Sustainability</p> <p>8.3 Ethical Dilemmas in Business Strategy</p> <p>Unit 9: Crisis Management and Strategic Decision Making</p> <p>9.1 Strategic Decision Making in Crisis Situations</p> <p>9.2 Developing Resilient Strategies</p> <p>9.3 Case Studies in Crisis Management</p> <p>Unit 10: Strategic Leadership and Decision Making</p> <p>10.1 Leadership Styles and Their Impact on Decision Making</p> <p>10.2 Building Strategic Leadership Skills</p> <p>10.3 Case Studies in Strategic Leadership</p>
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Support:

In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:

1. Student Success Manager: is the first point of contact for every student for any query.
2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.
3. If it is faculty/ module content related query, this is forwarded to the assistant faculty.
4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.
5. In all cases, the turnaround time to resolve the query is within 3 working days.



		<p>6. All interactions take place via e-campus to maintain adequate record of information.</p> <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a Strategic Decision-Making Case Analysis to be submitted in 1500 words 1 week after module completion.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and is to be submitted via e-campus. No email submissions can be accepted.</p> <p>All end of the module assessments must be provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked to vive to validate the submitted assignment ownership.</p> <p>The rubric is supplemented for the overall program, and also the assessment specific rubric is provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>



	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Kraaijenbrink, J. (2023). <i>The Strategy Handbook: Insights for Leading Strategic Change in Turbulent Times</i>. London: Sage Publications.2. Lafley, A.G., Martin, R.L., Rivkin, J.W., & Siggelkow, N. (2023). <i>Playing to Win: How Strategy Really Works</i>. Boston: Harvard Business Review Press.3. Aaker, D. (2023). <i>Winning in the Digital Age: Unleashing Innovation and Growth in a Disruptive World</i>. New York: McGraw-Hill Education. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Posen, H.E., Yi, S., & Lee, J. (2019). A contingency perspective on imitation strategies: When is “benchmarking” ineffective? <i>Strategic Management Journal</i>, 41(2), 198-221.2. Grant, R.M. (2023). <i>Contemporary Strategy Analysis: Text and Cases</i> (11th ed.). New York: John Wiley & Sons.3. Ghemawat, P. (2023). <i>The Laws of Globalization and Business Applications</i>. Cambridge: Cambridge University Press. <p>Journals for Further Reading</p> <ol style="list-style-type: none">1. <i>Strategic Management Journal</i>2. <i>Journal of Business Strategy</i>3. <i>Journal of Strategic Management</i>4. <i>Academy of Management Journal</i>5. <i>Harvard Business Review</i> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual</p>



		<p>Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7107 Economics for decision-making

Module D : [MG7107]		
1	Title of Module/Title	Economics for decision-making
2	Module/Unit Description	This module is designed to equip MBA students with the economic principles and analytical tools necessary for making informed business decisions. By integrating microeconomic and macroeconomic concepts, students will learn to analyse market dynamics, evaluate the impact of economic policies, and apply economic reasoning to real-world business challenges. The module emphasizes practical decision-making skills, enabling students to interpret economic data, assess risks, and formulate strategies that enhance organizational performance in a global economic environment.
3	Learning Outcomes	
3.1	Competences	
	At the end of the module/unit the learner will have acquired the responsibility and autonomy to:	
	1. apply economic theories and models to analyze complex business situations and make data-driven decisions.	



		<ol style="list-style-type: none">2. assess economic environments and develop strategies that align with market conditions and organizational goals.3. evaluate economic risks and uncertainties, enabling sound decision-making in dynamic markets.4. understand global economic trends and their implications for business strategy and operations.5. making ethical decisions that consider the broader economic and social impact.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following forms of learning and will be able to:</p> <p>A1 - critically evaluate core microeconomic concepts such as supply and demand, market structures, and pricing strategies, applying them to assess their impact on organizational decision-making and competitive advantage.</p> <p>A2 - analyze the impact of macroeconomic factors, including inflation, interest rates, and exchange rates, on business decision-making, demonstrating the ability to critically assess their long-term implications for organizational strategy.</p> <p>A3 - critically assess the impact of government policies, including taxation and regulation, on business environments, evaluating their potential to shape strategic decisions and influence market dynamics.</p> <p>A4 - apply advanced economic principles to critically evaluate market competition and strategic positioning, and the formulation of innovative business strategies.</p> <p>A5 - interpret economic indicators and forecasts to guide business strategy, synthesizing data to guide business strategy through evidence-based decision-making and long-term planning.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills and will be able to:</p> <p>B1 - utilize advanced economic models to solve business problems and make strategic decisions and make data-driven strategic decisions in uncertain environments.</p>



		<p>B2 - conduct economic analysis to evaluate business opportunities and risks, integrating macroeconomic indicators, industry trends, and financial forecasting tools.</p> <p>B3 - apply advanced quantitative techniques, including econometrics and statistical modeling, to interpret economic data and develop accurate market forecasts.</p> <p>B4 - develop strategies that leverage economic insights to achieve competitive advantage.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1 - Identifying learning needs and design development plans to address them</p> <p>C2 - develop an awareness of the impact of your own thinking and behaviour and use this as the basis for developing your professional and personal competences during this module.</p> <p>C3 - conduct independent economic inquiries, research investigations, and ongoing reflections, demonstrating a high level of problem-solving and analytical rigor.</p>
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• utilize advanced data analysis software (e.g., SPSS, Stata, R, Python) for economic modeling and forecasting.• work with financial databases (e.g., Bloomberg, Reuters, IMF, World Bank) to extract and analyze economic data.• apply business intelligence tools (e.g., Power BI, Tableau) to visualize economic trends and market dynamics.• use digital collaboration tools (e.g., MS Teams, Slack, Trello) for strategic decision-making and teamwork.• develop interactive presentations incorporating economic storytelling and visualization techniques.• engage in online simulations and business forecasting exercises using real-world datasets.
4	MQF Level pegged for this module/unit	MQF/EQF Level 7



5	Total Number of ECTS for this module/unit	3
6	Hours of Total Learning for this module/unit	Total Contact Hours 15 Self – Study Hours 30 Assessment Hours 15 Supervised Placement and Practice Hours 15
7	Total Learning Hours for this module/unit.	75
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. % Contact Hours delivered Face to Face %
10	Explain how this module/unit will be taught.	We intend to offer programs in online model; hence our online didactic model is as follows: Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources: <ul style="list-style-type: none">• Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.• Notes of the faculty lecture



	<ul style="list-style-type: none">• Supporting reading material such as research papers, articles, journals, video case studies, Harvard or other case studies, simulations, etc.• Unit-wise assessment which is multiple choice questions.• Optional – Formative challenge-based discussion forum for reflection and peer-to-peer interaction.• After the student completes all units, the student is required to attempt a module project/ case study/ report writing etc kind of submission <p>Curriculum</p> <p>Unit 1: Introduction to Economics for Decision-Making</p> <ul style="list-style-type: none">1.1 Basic Economic Concepts1.2 Role of Economics in Business Decision-Making1.3 Economic Decision-Making Frameworks <p>Unit 2: Microeconomic Foundations</p> <ul style="list-style-type: none">2.1 Supply and Demand Analysis2.2 Market Equilibrium and Pricing2.3 Consumer Behavior and Demand Theory <p>Unit 3: Market Structures and Competitive Strategy</p> <ul style="list-style-type: none">3.1 Perfect Competition and Monopoly3.2 Oligopoly and Monopolistic Competition3.3 Strategic Behavior in Different Market Structures <p>Unit 4: Macroeconomic Environment</p> <ul style="list-style-type: none">4.1 Key Macroeconomic Indicators4.2 Business Cycles and Economic Growth4.3 Inflation, Unemployment, and Interest Rates <p>Unit 5: Government Policy and Business</p> <ul style="list-style-type: none">5.1 Fiscal Policy and Business Strategy5.2 Monetary Policy and Financial Markets5.3 Regulatory Environment and Its Impact on Business <p>Unit 6: International Economics and Global Markets</p> <ul style="list-style-type: none">6.1 Trade Theories and Policies6.2 Exchange Rates and Global Financial Markets6.3 Globalization and Business Strategy <p>Unit 7: Game Theory and Strategic Decision-Making</p> <ul style="list-style-type: none">7.1 Introduction to Game Theory7.2 Applications of Game Theory in Business7.3 Negotiation and Bargaining Strategies <p>Unit 8: Economic Decision-Making Under Uncertainty</p> <ul style="list-style-type: none">8.1 Risk Analysis and Decision-Making8.2 Behavioral Economics and Decision Biases8.3 Scenario Planning and Forecasting <p>Unit 9: Corporate Strategy and Economic Analysis</p>
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		<p>9.1 Economics of Strategy 9.2 Competitive Advantage and Resource Allocation 9.3 Mergers, Acquisitions, and Market Power</p> <p>Unit 10: Ethics and Economics in Business</p> <p>10.1 Ethical Considerations in Economic Decision-Making 10.2 Corporate Social Responsibility and Economics 10.3 Sustainable Economic Practices</p> <p>Support:</p> <p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades,



		<p>the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a written submission. The written submission is a strategic plan that considers economic factors based on a company or industry facing a significant economic challenge or opportunity. The analysis will be written in 2000 words.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 week's before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <p>1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2020). <i>Economics of Strategy</i> (8th ed.). Hoboken, NJ: Wiley.</p>



	<p>2. Hubbard, R.G., & O'Brien, A.P. (2018). Microeconomics (6th ed.). Boston, MA: Pearson.</p> <p>3. Mankiw, N.G. (2021). Principles of Economics (9th ed.). Boston, MA: Cengage Learning.</p> <p>4. Varian, H.R. (2019). Intermediate Microeconomics: A Modern Approach (10th ed.). New York: W.W. Norton & Company.</p> <p>Supplementary Reading</p> <p>1. Pindyck, R.S., & Rubinfeld, D.L. (2018). Microeconomics (9th ed.). Harlow: Pearson.</p> <p>2. Acemoglu, D., Laibson, D., & List, J.A. (2019). Economics (3rd ed.). Boston, MA: Pearson.</p> <p>3. Krugman, P., & Wells, R. (2021). Macroeconomics (6th ed.). New York: Worth Publishers.</p> <p>4. Thaler, R.H. (2018). Misbehaving: The Making of Behavioral Economics. New York: W.W. Norton & Company.</p> <p>5. Sen, A. (2017). Collective Choice and Social Welfare: Expanded Edition. Cambridge, MA: Harvard University Press.</p> <p>Journals for Further Reading</p> <p>1. The Journal of Economic Perspectives</p> <p>2. The Quarterly Journal of Economics</p> <p>3. The Journal of Economic Literature</p> <p>4. Journal of Behavioral Economics</p> <p>5. American Economic Review</p> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the</p>
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	<p>theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7108 Ethical Leadership and Governance

Module D : [MG7108]

1	Title of Module/Title	Ethical Leadership and Governance
2	Module/Unit Description	<p>This module provides an in-depth exploration of the principles and practices of ethical leadership and governance in the context of contemporary business environments. It examines the moral responsibilities of leaders and the governance frameworks that support ethical decision-making within organizations. The module emphasizes the development of ethical leadership qualities, critical thinking, and the application of governance standards in complex and dynamic business situations. Through case studies, theoretical insights, and practical applications, students will gain a comprehensive understanding of how to lead with integrity and ensure good governance in their organizations.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. to make principled decisions that align with ethical standards and organizational values.2. apply governance frameworks and standards to enhance organizational accountability and transparency.3. cultivate leadership qualities that emphasize honesty, responsibility, and ethical behavior.4. critically evaluate ethical dilemmas and governance challenges in various business contexts.5. engage and manage stakeholders effectively, considering their interests and ethical concerns.



3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following forms of learning and will be able to:</p> <p>A1 -critically comprehend and apply the fundamental concepts and theories of ethical leadership and governance.</p> <p>A2 - identify and critically evaluate the ethical challenges and dilemmas faced by leaders in modern organizations, synthesizing information to inform decision-making.</p> <p>A3 - critically assess the role of corporate governance in ensuring organizational accountability, transparency and ethical conduct.</p> <p>A4 - analyse and critically evaluate the relationship between ethical leadership, corporate culture, and organizational performance.</p> <p>A5 - discuss and critically analyze the legal and regulatory frameworks that influence governance practices, with a focus on their impact on business ethics and long-term sustainability.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills and will be able to:</p> <p>B1 - apply ethical decision-making frameworks to real-world business scenarios, critically assessing the outcomes of decisions from ethical, social, and governance perspectives.</p> <p>B2 - design and implement governance strategies that align with ethical principles and organizational goals, critically evaluating their effectiveness in diverse business contexts, critically evaluating their effectiveness in diverse business contexts.</p> <p>B3 - demonstrate the ability to lead with integrity in complex and ambiguous situations, applying ethical principles to drive organizational change.</p> <p>B4 - effectively communicate ethical and governance-related issues to diverse stakeholders using evidence-based approaches to facilitate decision-making and accountability.</p> <p><i>Module-Specific Learner Skills</i></p>



		<p>At the end of the module/unit the learner will be able to</p> <p>C1 - identify learning needs and design development plans to address them, demonstrating autonomy in improving personal and professional competencies.</p> <p>C2 - develop an awareness of the impact of your own thinking and behaviour and use this as the basis for developing your professional and personal competences during this module.</p> <p>C3 - conduct an independent inquiry, investigation and on-going reflection on your own learning in context</p>								
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• Effectively use various digital tools and platforms to support ethical leadership and governance practices in a business context.• Demonstrate proficiency in using office software, video conferencing tools, citation software, and online collaborative platforms, applying these tools to enhance learning, communication, and research in leadership contexts.• Apply sound judgment and responsibility when utilizing online platforms for collaboration, ensuring ethical behavior in all digital interactions.								
4	MQF Level pegged for this module/unit	MQF/ EQF Level 7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Self – Study Hours</td><td><input type="text" value="30"/></td></tr><tr><td>Assessment Hours</td><td><input type="text" value="15"/></td></tr><tr><td>Supervised Placement and Practice Hours</td><td><input type="text" value="15"/></td></tr></table>	Total Contact Hours	<input type="text" value="15"/>	Self – Study Hours	<input type="text" value="30"/>	Assessment Hours	<input type="text" value="15"/>	Supervised Placement and Practice Hours	<input type="text" value="15"/>
Total Contact Hours	<input type="text" value="15"/>									
Self – Study Hours	<input type="text" value="30"/>									
Assessment Hours	<input type="text" value="15"/>									
Supervised Placement and Practice Hours	<input type="text" value="15"/>									



7	Total Learning Hours for this module/unit.	75
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div> Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px 0;"></div>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, video case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p>



	<p>Unit 1: Introduction to Ethical Leadership</p> <ul style="list-style-type: none">1.1 Defining Ethical Leadership1.2 Importance of Ethics in Leadership1.3 Theoretical Foundations of Ethical Leadership <p>Unit 2: Ethical Decision-Making in Leadership</p> <ul style="list-style-type: none">2.1 Ethical Decision-Making Models2.2 Common Ethical Dilemmas in Leadership2.3 Strategies for Resolving Ethical Dilemmas <p>Unit 3: Corporate Governance: Concepts and Principles</p> <ul style="list-style-type: none">3.1 Overview of Corporate Governance3.2 Governance Structures and Mechanisms3.3 The Role of the Board of Directors <p>Unit 4: Legal and Regulatory Frameworks in Governance</p> <ul style="list-style-type: none">4.1 Key Laws and Regulations Governing Business4.2 Compliance and Risk Management4.3 International Governance Standards <p>Unit 5: The Role of Corporate Culture in Ethical Leadership</p> <ul style="list-style-type: none">5.1 Building an Ethical Corporate Culture5.2 The Influence of Leadership on Organizational Culture5.3 Case Studies in Ethical Corporate Culture <p>Unit 6: Governance and Accountability</p> <ul style="list-style-type: none">6.1 Transparency and Accountability in Governance6.2 Reporting and Disclosure Requirements6.3 Case Studies in Governance Failures <p>Unit 7: Stakeholder Theory and Ethical Leadership</p> <ul style="list-style-type: none">7.1 Understanding Stakeholder Theory7.2 Balancing Stakeholder Interests7.3 Ethical Leadership in Stakeholder Management <p>Unit 8: Ethical Leadership in a Global Context</p> <ul style="list-style-type: none">8.1 Challenges of Ethical Leadership in Global Organizations8.2 Cross-Cultural Ethical Considerations8.3 Global Governance Standards <p>Unit 9: Sustainability and Ethical Leadership</p> <ul style="list-style-type: none">9.1 The Role of Ethical Leadership in Sustainability9.2 Sustainable Governance Practices9.3 Case Studies in Ethical Leadership and Sustainability <p>Unit 10: Future Trends in Ethical Leadership and Governance</p> <ul style="list-style-type: none">10.1 Emerging Trends in Ethical Leadership10.2 The Future of Corporate Governance10.3 Preparing for Ethical Challenges of Tomorrow
	<p>Support:</p>



		<p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is normally multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a written submission. The written submission is a real-world case study analysis. The analysis will be written in 2000 words and submitted 1 week after the completion of the module.</p>



		<p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Ciulla, J.B. (2020). Ethics: The Heart of Leadership (4th ed.). Santa Barbara, CA: Praeger.2. Carroll, A.B., & Buchholtz, A.K. (2022). Business and Society: Ethics, Sustainability, and Stakeholder Management (11th ed.). Boston, MA: Cengage Learning.3. Monks, R.A.G., & Minow, N. (2018). Corporate Governance (6th ed.). Hoboken, NJ: Wiley.4. Northouse, P.G. (2018). Leadership: Theory and Practice (8th ed.). Thousand Oaks, CA: Sage. <p>Supplementary Reading</p>



1. Crane, A., & Matten, D. (2021). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization* (5th ed.). Oxford: Oxford University Press.
2. Treviño, L.K., & Nelson, K.A. (2021). *Managing Business Ethics: Straight Talk about How to Do It Right* (8th ed.). Hoboken, NJ: Wiley.
3. Kaplan, R.S., & Norton, D.P. (2018). *The Balanced Scorecard: Translating Strategy into Action*. Boston, MA: Harvard Business Review Press.
4. Aguilera, R.V., & Crespi-Cladera, R. (2018). *Global Corporate Governance: Theoretical and Empirical Perspectives*. Cambridge: Cambridge University Press.
5. Meyer, E. (2020). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. New York: Public Affairs.

Journals for Further Reading

1. *Journal of Business Ethics*
2. *Journal of Leadership & Organizational Studies*
3. *Business & Society*
4. *Corporate Governance: An International Review*
5. *Journal of Business Research*

Final Note

The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.

At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.

By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped



		to apply your learning in real-world settings and foster deeper engagement with the subject matter.
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MG7109 Corporate Sustainability and Leadership

Module D : [MG7109]		
1	Title of Module/Title	Corporate Sustainability and Leadership
2	Module/Unit Description	This module offers a comprehensive examination of corporate sustainability, integrating it with leadership practices essential for driving sustainable business strategies. It explores the intersection of environmental stewardship, social responsibility, and economic performance, emphasizing the role of leadership in fostering a culture of sustainability within organizations. Students will engage with theories, models, and real-world cases to understand how effective leadership can contribute to sustainable development goals, ensuring long-term business success while addressing global challenges such as climate change, resource scarcity, and social equity.
3	Learning Outcomes	
3.1	Competences	At the end of the module/unit the learner will have acquired the responsibility and autonomy to: <ol style="list-style-type: none">1. lead and implement sustainable strategies that align with organizational goals and global sustainability standards.2. carry out ethical leadership practices that prioritize environmental and social responsibility in decision-making processes.3. apply systems thinking to analyze complex sustainability challenges and their interdependencies within the business context.4. manage and engage diverse stakeholders to achieve sustainability objectives collaboratively.5. drive innovation within organizations to develop sustainable products, services, and processes.
3.2	Knowledge	At the end of the module/unit the learner will have been exposed to the following forms of learning:



		<p>A1-critique the principles and frameworks of corporate sustainability and their implications for business strategy.</p> <p>A2-critically analyze the role of leadership in promoting sustainability within organizations and across supply chains with an emphasis on integrating sustainability goals into strategic leadership practices.</p> <p>A3-evaluate the impact of global sustainability challenges on business operations and strategic planning, synthesizing relevant knowledge to propose strategic responses that align with long-term sustainability goals..</p> <p>A4- critique and analyze the ethical dimensions of corporate sustainability, including the balance between profit, people, and the planet, and defend strategies that prioritize ethical leadership.</p> <p>A5 -examine and specify the role of corporate governance in supporting sustainable development goals, justifying the alignment of governance practices with sustainability objectives..</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills:</p> <p>B1 - design and apply sustainability frameworks to develop and lead corporate sustainability initiatives, ensuring their alignment with organizational goals and global standards.</p> <p>B2: Conduct original research to investigate and critically assess leadership practices in sustainability, using advanced investigative methods to analyze and synthesize data, and justify the ethical implications of these practices.</p> <p>B3: Apply ethical decision-making frameworks to analyze business strategies, evaluating the social, cultural, and environmental impacts of decisions, and justifying actions that reflect sustainability goals and ethical responsibility.</p> <p>B4: Develop and implement strategies for effective stakeholder engagement in sustainability efforts, incorporating social, cultural, and environmental considerations, and evaluating their impact on organizational performance and sustainability outcomes.</p> <p>B5: Synthesize data and insights from multiple sources to create innovative sustainability strategies and solutions,</p>



		justifying their potential to address contemporary global challenges related to sustainability.
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1 identify and evaluate personal and professional learning needs and design development plans to address them and enhance leadership competencies for sustainable business practices.</p> <p>C2 critically analyze the impact of personal thinking and behavior on leadership decisions, creating strategies to improve self-awareness and enhance ethical decision-making in practice.</p> <p>C3 conduct an independent inquiry, investigation and on-going reflection on your own learning in context</p>
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• Dealing with different learning platforms• Use of the Office package or comparable office software• Creating online presentations• Independent online search on the Internet• Use of various video conferencing systems• Scan, print and upload online• Working with e-book readers• Using plagiarism software• Online peer-to-peer Collaboration• Communicating via WhatsApp Skype Teams etc.• Independent organisation of student InterVision meetings based on various online platforms• Dealing with citation software• Use of sound transmission and camera on computer
4	MQF Level pegged for this module/unit	MQF/EQF Level 7
5	Total Number of ECTS for this module/unit	3



6	Hours of Total Learning for this module/unit	Total Contact Hours 15
		Self – Study Hours 30
		Assessment Hours 15
		Supervised Placement and Practice Hours 15
7	Total Learning Hours for this module/unit.	75
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. % Contact Hours delivered Face to Face %
10	Explain how this module/unit will be taught.	We intend to offer programs in online model; hence our online didactic model is as follows: Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources: <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture



	<ul style="list-style-type: none">3. Supporting reading material such as research papers, articles, journals, video case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission.
	<p>Curriculum</p> <p>Unit 1: Introduction to Corporate Sustainability</p> <ul style="list-style-type: none">1.1 Defining Corporate Sustainability1.2 Historical Evolution of Sustainability in Business1.3 The Triple Bottom Line: People, Planet, Profit <p>Unit 2: The Role of Leadership in Sustainability</p> <ul style="list-style-type: none">2.1 Leadership Theories and Sustainability2.2 Leadership Styles for Sustainable Development2.3 Case Studies in Sustainable Leadership <p>Unit 3: Sustainability Frameworks and Standards</p> <ul style="list-style-type: none">3.1 Global Reporting Initiative (GRI)3.2 The United Nations Sustainable Development Goals (SDGs)3.3 ISO 14001 and Environmental Management Systems <p>Unit 4: Strategic Sustainability Management</p> <ul style="list-style-type: none">4.1 Integrating Sustainability into Business Strategy4.2 Sustainable Supply Chain Management4.3 Metrics and Measurement in Sustainability <p>Unit 5: Ethics and Corporate Social Responsibility (CSR)</p> <ul style="list-style-type: none">5.1 Ethical Theories and Sustainability5.2 CSR Strategies and Implementation5.3 Case Studies in CSR and Ethical Leadership <p>Unit 6: Innovation for Sustainability</p> <ul style="list-style-type: none">6.1 Driving Innovation for Sustainable Solutions6.2 Sustainable Product and Service Design6.3 Circular Economy and Business Models <p>Unit 7: Stakeholder Engagement and Communication</p> <ul style="list-style-type: none">7.1 Identifying and Engaging Stakeholders7.2 Communicating Sustainability Initiatives7.3 Collaborative Approaches to Sustainability <p>Unit 8: Systems Thinking in Sustainability</p> <ul style="list-style-type: none">8.1 Introduction to Systems Thinking



		<p>8.2 Applying Systems Thinking to Sustainability Challenges 8.3 Case Studies in Systems Thinking and Sustainability</p> <p>Unit 9: Governance and Sustainability</p> <p>9.1 Corporate Governance and Sustainability 9.2 Transparency and Accountability in Sustainability 9.3 Regulatory Compliance and Governance</p> <p>Unit 10: Future Trends in Corporate Sustainability and Leadership</p> <p>10.1 Emerging Trends and Innovations 10.2 The Future of Sustainable Leadership 10.3 Preparing for Future Sustainability Challenges</p> <p>Support: In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
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11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, comprising of 60% weightage. The nature of final assessment is a written submission. The written submission is a comprehensive sustainability strategy for a real or hypothetical organization, integrating leadership practices and sustainability frameworks. The analysis will be written in 2000 words and submitted 3 weeks after the completion of the module.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and is to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments is provided to the learners at least 3 week's before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type off assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
12	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA



13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Avery, G.C., & Bergsteiner, H. (2019). <i>Sustainable Leadership: Honeybee and Locust Approaches</i> (2nd ed.). New York: Routledge.2. Epstein, M.J., & Buhovac, A.R. (2018). <i>Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts</i> (2nd ed.). New York: Routledge.3. Willard, B. (2018). <i>The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line</i> (10th Anniversary ed.). Gabriola Island, BC: New Society Publishers. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Adams, C.A. (2020). <i>Sustainable Development Goals Disclosure (SDGD) Recommendations</i>. London: ACCA.2. Carroll, A.B., Brown, J.A., & Buchholtz, A.K. (2018). <i>Business and Society: Ethics, Sustainability, and Stakeholder Management</i> (10th ed.). Boston, MA: Cengage Learning.3. Osagie, E., Wesselink, R., Blok, V., & Mulder, M. (2018). Developing Sustainable Competencies for the Governance of Corporate Sustainability: A Structured Literature Review and a Conceptual Framework. <i>Journal of Cleaner Production</i>, 195, pp. 1383-1391.4. Lozano, R., Carpenter, A., & Huisingsh, D. (2018). A Review of Theories of Corporate Social Responsibility: Its Evolutionary Path and The Road Ahead. <i>International Journal of Corporate Social Responsibility</i>, 1(1), pp. 1-17.5. Bansal, P. (2020). The Business of Sustainability: Imperatives, Advantages, and Actions. <i>Journal of Business Ethics</i>, 162(3), pp. 729-740. <p>Journals for Further Reading</p> <ol style="list-style-type: none">1. <i>Journal of Business Ethics</i>2. <i>Corporate Social Responsibility and Environmental Management</i>3. <i>Journal of Cleaner Production</i>4. <i>Business & Society</i>5. <i>Sustainability Accounting, Management and Policy Journal</i>
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		<p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7110 Business Communication for Competitive Advantage

Module D : [MG7110]		
1	Title of Module/Title	Business Communication for Competitive Advantage
2	Module/Unit Description	<p>In the present technologically fluid & globalised business environment, effective self-expression is the key to personal success and effective communications are the cornerstone of organisational success. This module develops the soft skills that are needed for both. It is designed as an advanced university level module. It combines state-of-the-art theory with celebrated case studies of their practical applications. Effective communication is a critical component of leadership, collaboration, and strategic decision-making. This module emphasizes the development of oral, written, and interpersonal communication skills tailored to various business contexts. Students will learn how to craft persuasive messages, manage cross-cultural communications, and utilize digital tools to enhance</p>



		<p>business communication. By the end of the module, students will be equipped to communicate with clarity, confidence, and impact, ensuring their success in leadership roles and collaborative environments.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. design and implement communication strategies that align with organisational goals.2. craft messages that influence and persuade diverse audiences.3. navigate and manage communication across different cultural contexts.4. master digital tools and platforms to enhance business communication effectiveness.5. lead teams and manage stakeholder relationships through clear and effective communication
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following forms of learning:</p> <p>A1- critique the principles of effective business communication and their impact on organizational success.</p> <p>A2-critically evaluate and synthesise the role of communication in shaping corporate culture and driving strategic initiatives.</p> <p>A3 - synthesize information about the effectiveness of different communication channels and methods in various business contexts and recommending the most suitable approaches for achieving organizational goals.</p> <p>A4 - assess the challenges and strategies of cross-cultural communication in a globalized business environment, analyzing the strategies employed by leaders to overcome these barriers and formulating solutions based on evidence and case studies.</p> <p>A5 - examine the ethical considerations in business communication, including transparency, honesty, and</p>



		corporate social responsibility, considering the impact of recommendations on social, cultural & environment.
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills:</p> <p>B1-develop and deliver persuasive oral and written presentations tailored to diverse business audiences, integrating strategic communication principles and applying evidence-based methods to maximize message impact.</p> <p>B2 - apply digital communication tools to enhance the effectiveness of business interactions, formulating communication strategies that are aligned with organizational objectives and reflecting on their long-term implications.</p> <p>B3 - Implement advanced interpersonal communication techniques to mediate and resolve conflicts, utilizing problem-solving strategies and integrating ethical considerations into conflict resolution processes.</p> <p>B4 - create strategic communication plans that support business objectives and enhance stakeholder engagement.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1- identify gaps in communication skills and formulate development plans to address them, incorporating critical self-reflection and research into personal and professional growth.</p> <p>C2 - develop an awareness of the impact of your own thinking and behaviour and use this as the basis for developing your professional and personal competences during this module.</p> <p>C3 - conduct an independent inquiry into communication strategies, synthesizing findings from various sources to improve and refine communication practices in both professional and academic contexts.</p>
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p>



		<ul style="list-style-type: none">• navigate different learning platforms and digital communication tools, create presentations and documents that reflect best practices in digital communication.• conduct in-depth research using online databases and tools, integrating findings to support communication strategies and enhance message delivery.• design online content that effectively conveys complex ideas, reorganizing information to cater to different business audiences and ensuring accessibility across platforms.• integrate advanced digital tools to facilitate online peer-to-peer collaboration, modifying communication approaches to suit virtual environments and enhance team dynamics.• analyze and apply citation tools and plagiarism detection software, ensuring academic integrity while using digital communication platforms effectively.								
4	MQF Level pegged for this module/unit	MQF/EQF Level 7								
5	Total Number of ECTS for this module/unit	3								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td>15</td></tr><tr><td>Self – Study Hours</td><td>30</td></tr><tr><td>Assessment Hours</td><td>15</td></tr><tr><td>Supervised Placement and Practice Hours</td><td>15</td></tr></table>	Total Contact Hours	15	Self – Study Hours	30	Assessment Hours	15	Supervised Placement and Practice Hours	15
Total Contact Hours	15									
Self – Study Hours	30									
Assessment Hours	15									
Supervised Placement and Practice Hours	15									
7	Total Learning Hours for this module/unit.	75								
8	Mode of Delivery	<table><tr><td><input type="checkbox"/> 100% Face to Face</td></tr><tr><td><input checked="" type="checkbox"/> 100% Online</td></tr><tr><td><input type="checkbox"/> Blended Learning</td></tr></table>	<input type="checkbox"/> 100% Face to Face	<input checked="" type="checkbox"/> 100% Online	<input type="checkbox"/> Blended Learning					
<input type="checkbox"/> 100% Face to Face										
<input checked="" type="checkbox"/> 100% Online										
<input type="checkbox"/> Blended Learning										



		<p>Point D9 is required to be filled in.</p> <p><input type="checkbox"/> Work Based Learning</p>
9	Blended Learning	<p>Contact Hours delivered online.</p> <p><input type="text"/> %</p> <p>Contact Hours delivered Face to Face</p> <p><input type="text"/> %</p>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, video case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Fundamentals of Business Communication</p> <ul style="list-style-type: none">1.1 Key Principles of Effective Communication1.2 The Role of Communication in Business Success1.3 Barriers to Effective Communication <p>Unit 2: Communication Strategy and Planning</p> <ul style="list-style-type: none">2.1 Developing a Strategic Communication Plan2.2 Aligning Communication with Organizational Goals2.3 Measuring Communication Effectiveness



	<p>Unit 3: Persuasive Communication Techniques</p> <ul style="list-style-type: none">3.1 Crafting Persuasive Messages3.2 Storytelling in Business3.3 Techniques for Influencing and Persuading Stakeholders <p>Unit 4: Written Communication in Business</p> <ul style="list-style-type: none">4.1 Writing Effective Business Reports and Proposals4.2 Email and Digital Correspondence Best Practices4.3 Creating Clear and Concise Written Communication <p>Unit 5: Oral Communication and Presentation Skills</p> <ul style="list-style-type: none">5.1 Developing and Delivering Effective Presentations5.2 Public Speaking and Presentation Techniques5.3 Managing Q&A Sessions and Audience Engagement <p>Unit 6: Cross-Cultural Communication</p> <ul style="list-style-type: none">6.1 Understanding Cultural Differences in Communication6.2 Strategies for Effective Cross-Cultural Communication6.3 Overcoming Cultural Barriers in Global Business <p>Unit 7: Digital Communication and Social Media</p> <ul style="list-style-type: none">7.1 Leveraging Digital Tools for Business Communication7.2 Effective Use of Social Media in Business7.3 Managing Online Reputations and Digital Presence <p>Unit 8: Interpersonal Communication and Conflict Resolution</p> <ul style="list-style-type: none">8.1 Building Strong Interpersonal Relationships8.2 Techniques for Conflict Resolution and Negotiation8.3 Enhancing Emotional Intelligence in Communication <p>Unit 9: Communication in Leadership and Team Management</p> <ul style="list-style-type: none">9.1 Leadership Communication Styles and Strategies9.2 Communicating Vision and Motivating Teams9.3 Managing Stakeholder Relationships <p>Unit 10: Ethics and Corporate Social Responsibility in Communication</p> <ul style="list-style-type: none">10.1 Ethical Issues in Business Communication10.2 Transparency and Accountability in Corporate Communication10.3 Communicating Corporate Social Responsibility Initiatives
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		<p>Support: In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a written submission. The written submission will be a comprehensive communication strategy for an environmentally conscious brand launching a new sustainable product line. The analysis will be written in 1800</p>



		<p>words and submitted 3 weeks after the completion of the module.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 week's before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Essential Reading</p> <ol style="list-style-type: none">1. Clampitt, P.G. (2019). <i>Communicating for Managerial Effectiveness: Challenges, Strategies, Solutions</i> (7th ed.). Thousand Oaks, CA: Sage Publications.2. Cornelissen, J. (2020). <i>Corporate Communication: A Guide to Theory and Practice</i> (6th ed.). London: Sage Publications.



3. Barrett, D.J. (2018). *Leadership Communication* (5th ed.). New York: McGraw-Hill Education.

Supplementary Reading

1. Guffey, M.E. & Loewy, D. (2020). *Business Communication: Process and Product* (9th ed.). Boston, MA: Cengage Learning.
2. Neher, W.W. (2017). *Organizational Communication: Challenges of Change, Diversity, and Continuity* (3rd ed.). New York: Routledge.
3. Munter, M. (2019). *Guide to Managerial Communication: Effective Business Writing and Speaking* (11th ed.). Boston, MA: Pearson.
4. Harvard Business Review. (2021). *How to Create Effective Corporate Communication Strategies*. Available online: Harvard Business Review
5. McKinsey & Company. (2020). *The Art of Persuasion in Business Communication*. Available online: McKinsey
6. Cialdini, R.B. (2021). *Influence: Science and Practice* (7th ed.). New York: Pearson Education.

Journals for Further Reading

1. *Journal of Business Communication*
2. *Corporate Communication: An International Journal*
3. *International Journal of Business Communication*
4. *Journal of Applied Communication Research*

Final Note

The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.

At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.



		<p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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Pathways

MGTH7801: Destination Management

Module D : [MGSM7801]		
1	Title of Module/Title	Destination Management
2	Module/Unit Description	<p>This module is designed to enhance learners' ability to analyse the role of tourism and the visitor economy in contemporary international destinations from diverse theoretical perspectives. Students will gain critical insights into the complexities of managing and marketing tourism in a global context. The module explores key themes such as sustainable tourism, cultural impacts, and economic benefits, equipping learners with the skills to develop informed tourism and marketing strategies. By examining real-world case studies and current trends, students will learn to address the challenges faced by modern destinations, ensuring they can effectively contribute to the success and sustainability of the tourism sector.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. develop and implement strategic tourism plans using analytical tools.2. create effective marketing strategies and integrate sustainable practices.3. demonstrate cultural sensitivity and collaborate with diverse stakeholders.4. address challenges and use data-driven decision-making for improvements.



		5. lead initiatives and communicate effectively with varied audiences.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following and will be able to:</p> <p>A1: critically assess the factors that impact destination management, including environmental, economic, and sociocultural dimensions.</p> <p>A2: examine and interpret the role of destination management organizations in coordinating and sustaining tourism growth.</p> <p>A3: evaluate and differentiate the influence of stakeholders on destination management strategies.</p> <p>A4: analyze and synthesize the connection between destination management and marketing, identifying best practices for enhancing destination appeal.</p>
3.3	Skills	<p>At the end of the module/unit the learner will have acquired the following skills and be able to:</p> <p>B1: assess and interpret tourism markets and analyse destination performance using data-driven insights..</p> <p>B2: develop and implement strategic plans for tourism development that align with long-term sustainability and economic viability.</p> <p>B3: craft targeted marketing strategies for diverse global audiences, leveraging digital tools and consumer behavior analytics.</p> <p>B4: integrate and justify the implementation of sustainable and ethical tourism practices within destination management frameworks.</p> <p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to;</p> <p>C1- identify and address gaps in destination management knowledge through independent research and critical analysis.</p> <p>C2- develop and refine an awareness of personal thought processes and behaviours, using this understanding to</p>



		<p>improve professional and personal skills throughout the module.</p> <p>C3- conduct an independent research, performing in-depth investigations, and consistently reflecting on personal learning within context.</p> <p>C4- utilize and interpret data-driven insights to enhance strategic decision-making in tourism planning and policy development.</p>
<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• navigate and utilize multiple digital learning platforms for research, collaboration, and knowledge dissemination.• leverage and customize office productivity software for data analysis, reporting, and presentation of destination strategies.• develop and deliver engaging online presentations that communicate complex destination management concepts effectively.• conduct systematic online research, critically evaluating sources for credibility and relevance to destination planning.• facilitate digital collaboration using video conferencing platforms (e.g., Zoom, Teams, Google Meet) for stakeholder engagement.• administer and analyze surveys using digital tools (e.g., Google Forms, SurveyMonkey) to gather insights on tourism trends and visitor behavior.• ensure academic integrity and originality by effectively using plagiarism detection and citation management software (e.g., Turnitin, Mendeley, Zotero).• apply digital mapping and GIS tools to visualize and analyze spatial tourism data for destination planning.• develop and manage online peer-to-peer collaboration initiatives to enhance knowledge-sharing and problem-solving in destination management.		
4	MQF Level pegged for this module/unit	MQF/ EQF Level 7



5	Total Number of ECTS for this module/unit	6
6	Hours of Total Learning for this module/unit	Total Contact Hours 30 Self – Study Hours 60 Assessment Hours 30 Supervised Placement and Practice Hours 30
7	Total Learning Hours for this module/unit.	150
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. % Contact Hours delivered Face to Face %
10	Explain how this module/unit will be taught.	We intend to offer programs in online model; hence our online didactic model is as follows: Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources: 1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.



	<ol style="list-style-type: none">2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to Tourism Destinations</p> <ul style="list-style-type: none">• Defining and analyzing tourism destinations• Key characteristics and components <p>Unit 2: Destination Management Essentials</p> <ul style="list-style-type: none">• Core principles of destination management• The multi-scalar nature of management <p>Unit 3: Role of Destination Management Organisations (DMOs)</p> <ul style="list-style-type: none">• Functions and responsibilities of DMOs• Interaction with stakeholders <p>Unit 4: Influencing Factors in Destination Management</p> <ul style="list-style-type: none">• Factors affecting management processes• Stakeholder analysis and engagement <p>Unit 5: Sectors in Tourism Destinations</p> <ul style="list-style-type: none">• Role of public, private, and third sectors• Collaboration and partnership dynamics <p>Unit 6: Transport and Tourism Destinations</p> <ul style="list-style-type: none">• Impact of transport on tourism• Infrastructure and accessibility
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	<p>Unit 7: Marketing and Management Integration</p> <ul style="list-style-type: none">• Relationship between destination management and marketing• Strategies for cohesive planning <p>Unit 8: Community Engagement and Sustainable Development</p> <ul style="list-style-type: none">• Methods for community involvement• Principles of sustainable tourism <p>Unit 9: Destination Management Planning</p> <ul style="list-style-type: none">• Developing and resourcing management plans• Evaluation and assessment techniques <p>Unit 10: Crisis Management in Tourism</p> <ul style="list-style-type: none">• Crisis identification and response strategies• Building resilience in destinations <p>Support: In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1
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		<p>module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.</p> <p>2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.</p>
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a research paper analysing a tourism destination and its management practices in 2000 words and a reflective essay of 500 words sharing personal insights gained from this module, both to be submitted 1 week after the completion of the module.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	<p>End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.</p>



12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Weaver, D. B., & Lawton, L. J. (2020). Destination management and marketing: Managing place, people and brands. Routledge. ISBN 9780367330825.2. Timothy, D. J., & Boyd, S. W. (2019). Sustainable tourism destinations: Principles and practice. Routledge. ISBN 9780367330160. <p>Supplementary Reading List</p> <ol style="list-style-type: none">1. Baker, D. A., & Crompton, J. L. (2020). The influence of travel motivation on destination choice: Insights for destination management. <i>Journal of Travel Research</i>, 59(4), 610-623. https://doi.org/10.1177/00472875198424702. Gursoy, D., & Chi, C. G. Q. (2021). Destination management and marketing: A data-driven approach. <i>Tourism Management Perspectives</i>, 39, 100-112. https://doi.org/10.1016/j.tmp.2021.1001123. Pike, S. (2019). Destination marketing organizations: What they do and why they matter. <i>Tourism Review</i>, 74(2), 299-309. https://doi.org/10.1108/TR-05-2019-01754. Ryan, C., & Gu, H. (2021). Sustainable destination management: Principles and practices. <i>Sustainability</i>, 13(1), 45-62. https://doi.org/10.3390/su130100455. Saarinen, J., & Tervo, K. (2018). Managing tourism destinations in the era of climate change. <i>Tourism Geographies</i>, 20(3), 453-471. https://doi.org/10.1080/14616688.2018.1453047



		<p>Journals</p> <p>International Journal of Culture, Tourism and Hospitality Research International Journal of Tourism Research Journal of Travel Research International Journal of Tourism Cities Journal of Sustainable Tourism Managing Leisure: an international journal Tourism Analysis Tourism and Hospitality Management Journal of Destination Marketing and Management</p> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MGTH7802 - International Tourism Policy and Development

Module D : [MGSM7802]		
1	Title of Module/Title	International Tourism Policy and Development



2	Module/Unit Description	<p>This module is designed to deepen learners' comprehension of tourism policy principles and their implications for development. It provides a critical examination of various theories of international development, enabling students to contextualize these theories within the realm of tourism. Through an exploration of how tourism can influence and be influenced by developmental issues, students will learn to evaluate development indicators and their relevance to tourism.</p> <p>The module emphasizes practical application by guiding students to create and propose innovative tourism projects aimed at addressing specific development challenges. By engaging with real-world scenarios and utilizing development indicators, students will gain the skills to design effective strategies and interventions that align with broader developmental goals. This holistic approach ensures that learners are well-equipped to contribute meaningfully to the field of tourism development and policy.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. design and authorize Projects that address development issues.2. integrate and Supervise tourism policy principles with practical development issues.3. use Strategic Planning and Problem-Solving in addressing complex development challenges through tourism.4. evaluate and monitor key development indicators relevant to tourism.5. collaborate with stakeholders and Guide teams in understanding how theories influence tourism policies and development strategies.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following and will be able to:</p> <p>A1: critically assess and interpret various concepts and theories related to public policy within the tourism sector.</p>



		<p>A2: assess and apply different theories of international development to understand their relevance and implications for tourism.</p> <p>A3: examine and synthesize the socio-economic, political, and environmental impacts of international tourism development on diverse stakeholders.</p> <p>A4: formulate and design strategic plans for tourism projects aimed at addressing challenges related to international development, ensuring they effectively tackle relevant problems.</p>
3.3	Skills	<p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>B1: critically analyse and assess public policy frameworks related to tourism.</p> <p>B2: evaluate and apply international development theories to tourism scenarios.</p> <p>B3: investigate and measure the impact of international tourism development on various socio-economic structures, cultural heritage, and environmental sustainability.</p> <p>B4: formulate and implement strategic tourism plans that integrate policy analysis, stakeholder engagement, and sustainability objectives.</p> <p>B5: synthesize and translate theoretical knowledge with practical tourism policy recommendations, supported by data-driven insights.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to:</p> <p>C1- identify and address key knowledge gaps in international tourism policy through independent research and critical inquiry.</p> <p>C2- enhance self-awareness and adaptability, leveraging critical reflection on personal decision-making processes to improve professional competencies.</p>



		<p>C3- conduct comprehensive independent research, performing in-depth investigations, to assess tourism policies and their impact on global development goals.</p> <p>C4- Utilize and interpret data-driven insights to support evidence-based policymaking in the tourism sector.</p> <p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• navigate and leverage digital learning platforms for knowledge acquisition and collaborative research.• utilize and customize office productivity tools for data analysis, policy briefs, and strategic presentations.• develop and deliver dynamic online presentations that effectively communicate tourism policy insights.• conduct systematic online research, critically evaluating sources for credibility and relevance in global tourism policy discussions.• facilitate virtual stakeholder engagement using video conferencing platforms (e.g., Zoom, Teams, Google Meet).• design and implement digital surveys (e.g., Google Forms, SurveyMonkey) to assess policy effectiveness and stakeholder perspectives.• ensure academic integrity and originality through effective use of plagiarism detection and citation management tools (e.g., Turnitin, Mendeley, Zotero).• apply Geographic Information Systems (GIS) and other mapping tools to analyze spatial trends in tourism policy and development.• engage in online peer-to-peer collaboration, fostering knowledge exchange and joint problem-solving in international tourism policy contexts.
4	MQF Level pegged for this module/unit	7
5	Total Number of ECTS for this module/unit	6



6	Hours of Total Learning for this module/unit	Total Contact Hours	<input type="text" value="30"/>
		Self – Study Hours	<input type="text" value="60"/>
		Assessment Hours	<input type="text" value="30"/>
		Supervised Placement and Practice Hours	<input type="text" value="30"/>
7	Total Learning Hours for this module/unit.	150	
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face	
		<input checked="" type="checkbox"/> 100% Online	
		<input type="checkbox"/> Blended Learning Point D9 is required to be filled in.	
		<input type="checkbox"/> Work Based Learning	
9	Blended Learning	Contact Hours delivered online. <input data-bbox="651 1358 946 1426" type="text" value="%"/>	
		Contact Hours delivered Face to Face <input data-bbox="651 1527 946 1594" type="text" value="%"/>	
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture	



		<ol style="list-style-type: none">3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated course material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Theoretical Foundations of Tourism Policy</p> <ul style="list-style-type: none">• Theories of the State and Approaches to Policy• Multi-scalar Approaches to Tourism Policy• The Policy-Making Process <p>Unit 2: Government and Stakeholder Involvement in Tourism</p> <ul style="list-style-type: none">• Government Involvement in Tourism• Stakeholders in Tourism Policy• Tourism Policy Interest Groups <p>Unit 3: Policy Instruments and Implementation</p> <ul style="list-style-type: none">• Tourism Policy Instruments• Tourism Policy Implementation and Evaluation <p>Unit 4: Sustainable Development and Tourism Policy</p> <ul style="list-style-type: none">• Tourism Policy and Sustainable Development• Responsible Tourism <p>Unit 5: Development Theories and Tourism</p> <ul style="list-style-type: none">• Theories of Development• The Role and Relationship Between Tourism and Development <p>Unit 6: Actors and Influences in Tourism for Development</p> <ul style="list-style-type: none">• Role and Influence of Actors Involved in Tourism for Development• The Relationship Between Tourism and Other Development Arenas
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	<p>Unit 7: Emerging Economies and Tourism Development</p> <ul style="list-style-type: none">• Issues in Developing Tourism in Emerging Economies <p>Unit 8: Policy Integration and Future Trends</p> <ul style="list-style-type: none">• Integration of Tourism Policy with Broader Development Strategies <p>Future Trends and Innovations in Tourism Policy</p> <p>Support:</p> <p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">i. Student Success Manager: is the first point of contact for every student for any query.ii. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.iii. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.iv. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.v. In all cases, the turnaround time to resolve the query is within 3 working days.vi. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
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11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is an in-depth research report and policy proposal focusing on a specific aspect of international tourism policy and development in 2500 words to be submitted 1 week after the completion of the course.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	Core Reading List



	<p>1. Bramwell, B., & Lane, B. (Eds.). (2019). <i>Rethinking tourism and the state: Theoretical and empirical perspectives</i>. Routledge.</p> <p>2. Hall, C. M., & Gössling, S. (Eds.). (2019). <i>The Routledge handbook of tourism and sustainability</i>. Routledge.</p> <p>Supplementary Reading List</p> <p>1. Beine, M., & Geys, B. (2018). <i>Tourism and the economy: A dynamic model of policy impacts</i>. Springer.</p> <p>2. Falk, M., & Tscheulin, T. (2020). <i>Tourism policy: Theory and practice</i>. Routledge.</p> <p>3. Hall, C. M., & Williams, A. M. (2018). <i>Tourism and political change: A global perspective</i>. Routledge.</p> <p>4. McKercher, B., & du Cros, H. (2019). <i>Cultural tourism: The partnership between tourism and culture</i>. Routledge.</p> <p>5. Weaver, D. B., & Lawton, L. J. (2019). <i>Tourism management</i>. Wiley.</p> <p>Journals</p> <p>1. Journal of Sustainable Tourism https://www.tandfonline.com/toc/tsst20/current</p> <p>2. Tourism Management https://www.journals.elsevier.com/tourism-management</p> <p>3. Annals of Tourism Research https://www.journals.elsevier.com/annals-of-tourism-research</p> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p>
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		<p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MGTH7803: Digital Tourism and Hospitality

Module D : [MGSM7803]		
1	Title of Module/Title	Digital Tourism and Hospitality
2	Module/Unit Description	<p>The module on Digital Tourism & Hospitality is designed to develop learners' expertise in critically analysing the role of technology within the tourism and hospitality industry. It focuses on evaluating how new and emerging technologies impact organizational operations and strategies. Students will explore the transformative effects of innovations such as artificial intelligence, machine learning, and big data analytics, and how these technologies enhance operational efficiency, customer service, and the overall guest experience.</p> <p>The course will delve into the concept of digital transformation, providing insights into how digitalization has reshaped industry practices and consumer behaviour. Through case studies of successful digital transformations, learners will gain an understanding of the ways in which digital tools and platforms can be effectively integrated into tourism and hospitality businesses. The module will also emphasize strategic application, teaching students how to leverage digital tools and platforms to achieve competitive advantages. By developing and implementing digital strategies that align with organizational goals, students will learn to respond effectively to industry trends and</p>



		<p>technological advancements. Through a blend of theoretical frameworks and practical case studies, this module aims to equip students with the skills needed to critically manage and strategically integrate technology in the tourism and hospitality sectors.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. assess how emerging technologies influence tourism and hospitality operations, enhancing efficiency and guest experience.2. create and implement digital strategies that align with organizational goals and leverage digital tools for competitive advantage.3. utilize technology solutions effectively for brand management, customer engagement, and marketing.4. integrate and evaluate digital technologies within business operations, addressing issues like data privacy and cybersecurity.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>A1: the ability to analyse how technological advancements affect the development and growth of the tourism and hospitality industry. A2: the ability to comprehend the emergence of digital tourism and the theoretical frameworks associated with it. A3: the recognition of the influence of social media on the tourism and hospitality sector. A4: the understanding of the legal and ethical issues related to technological changes in the tourism and hospitality industry.</p>
3.3	Skills	<p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>B1: critically analyse the role and impact of technological innovations on the development and growth of the tourism and hospitality industry, enabling a thorough understanding of how these advancements shape industry dynamics.</p>



	<p>B2: understand and apply digital tourism concepts and associated theories to real-world scenarios, allowing students to leverage their knowledge in practical and strategic contexts within the industry.</p> <p>B3: evaluate the influence of social media on tourism and hospitality operations, helping students to assess how social media platforms affect consumer behaviour and organizational strategies.</p> <p>B4: identify and address the legal and ethical issues arising from technological advancements in the industry, ensuring students are prepared to navigate regulatory and ethical challenges effectively.</p> <p>B5: create and implement strategies for integrating new technologies into tourism and hospitality operations, utilizing their skills to design innovative solutions that enhance organizational performance and customer experience.</p>
	<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to;</p> <p>C1- determine educational needs and create plans to address them.</p> <p>C2- develop awareness of personal thought processes and behaviors, using this understanding to improve professional and personal skills throughout the course.</p> <p>C3- conduct an independent research, performing in-depth investigations, and consistently reflecting on personal learning within context.</p> <p>C4- utilize data-driven insights to advance knowledge and skills.</p> <p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• navigate and leverage digital learning platforms for knowledge acquisition and collaborative research.• utilize and customize office productivity tools for data analysis, policy briefs, and strategic presentations.



		<ul style="list-style-type: none">• develop and deliver dynamic online presentations that effectively communicate tourism policy insights.• conduct systematic online research, critically evaluating sources for credibility and relevance in global tourism policy discussions.• facilitate virtual stakeholder engagement using video conferencing platforms (e.g., Zoom, Teams, Google Meet).• design and implement digital surveys (e.g., Google Forms, SurveyMonkey) to assess policy effectiveness and stakeholder perspectives.• ensure academic integrity and originality through effective use of plagiarism detection and citation management tools (e.g., Turnitin, Mendeley, Zotero).• apply Geographic Information Systems (GIS) and other mapping tools to analyze spatial trends in tourism policy and development.• engage in online peer-to-peer collaboration, fostering knowledge exchange and joint problem-solving in international tourism policy contexts.								
4	MQF Level pegged for this module/unit	7								
5	Total Number of ECTS for this module/unit	6								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td><input type="text" value="30"/></td></tr><tr><td>Self – Study Hours</td><td><input type="text" value="60"/></td></tr><tr><td>Assessment Hours</td><td><input type="text" value="30"/></td></tr><tr><td>Supervised Placement and Practice Hours</td><td><input type="text" value="30"/></td></tr></table>	Total Contact Hours	<input type="text" value="30"/>	Self – Study Hours	<input type="text" value="60"/>	Assessment Hours	<input type="text" value="30"/>	Supervised Placement and Practice Hours	<input type="text" value="30"/>
Total Contact Hours	<input type="text" value="30"/>									
Self – Study Hours	<input type="text" value="60"/>									
Assessment Hours	<input type="text" value="30"/>									
Supervised Placement and Practice Hours	<input type="text" value="30"/>									
7	Total Learning Hours for this module/unit.	150								



8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 100px; height: 20px; margin-top: 10px;"></div> Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 100px; height: 20px; margin-top: 10px;"></div>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated course material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to ICT in Tourism and Hospitality</p> <ul style="list-style-type: none">• Define key ICT concepts and terminology.



	<ul style="list-style-type: none">• Explore the evolution of ICT within the tourism and hospitality industry.• Analyze the contemporary role of ICT in enhancing industry operations and customer experiences. <p>Unit 2: Digital Tourism Concepts</p> <ul style="list-style-type: none">• Understand technology-supported supply and demand in digital tourism.• Evaluate how digital tools and platforms transform tourism services.• Examine issues of accessibility within digital tourism frameworks. <p>Unit 3: Online Travel Agencies (OTAs) and Metasearch Engines</p> <ul style="list-style-type: none">• Explore the functionality and impact of OTAs on the tourism and hospitality sectors.• Assess the role of metasearch engines in facilitating travel planning and bookings. <p>Unit 4: Mobile Tourism and Wireless Systems</p> <ul style="list-style-type: none">• Analyze the impact of mobile technologies on tourism.• Investigate the use of wireless systems to enhance tourist experiences and operational efficiency. <p>Unit 5: ICT Platforms for Communication</p> <ul style="list-style-type: none">• Examine how ICT platforms support B2C (business-to-consumer) and B2B (business-to-business) communications.• Explore the role of digital communication tools in enhancing customer engagement and business interactions. <p>Unit 6: Emerging Technologies: XR, AR, VR, and the Metaverse</p> <ul style="list-style-type: none">• Analyze the applications of Extended Reality (XR), Augmented Reality (AR), and Virtual Reality (VR) in tourism and hospitality.• Investigate the concept of the Metaverse and its potential impact on the industry.
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	<p>Unit 7: Digital Marketing and Online Distribution</p> <ul style="list-style-type: none">• Understand digital marketing strategies and their role in tourism and hospitality.• Explore online distribution channels and their effectiveness in reaching target markets. <p>Unit 8: Destination Management Systems and Smart Destinations</p> <ul style="list-style-type: none">• Evaluate the function and benefits of Destination Management Systems (DMS).• Explore the concept of smart destinations and how technology can create enhanced, data-driven visitor experiences. <p>Unit 9: Social Media, Customer Reviews, and Feedback Management</p> <ul style="list-style-type: none">• Assess the impact of social media on tourism and hospitality businesses.• Learn strategies for managing customer reviews and feedback effectively. <p>Unit 10: Security, Electronic Commerce, and Competitive Advantage</p> <ul style="list-style-type: none">• Explore security issues related to electronic commerce in tourism and hospitality.• Analyze how technology contributes to competitive advantage and operational security in the industry. <p>Support:</p> <p>In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.
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		<ol style="list-style-type: none">5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a comprehensive digital strategy report for a selected tourism or hospitality organization evaluating the organization's current use of ICT, including online travel agencies (OTAs), mobile technologies, and digital marketing in 2000 words to be submitted 2 weeks after the completion of the course.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p>



		<p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	<p>End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.</p>
12	Placement/Work-based learning (if applicable)	<p>NA</p>
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Sigala, M. (2019). Social media in travel, tourism and hospitality: Theory, practice and cases. Routledge.2. Tuzunkan, D., & Ozturk, A. B. (2020). Digital tourism: New perspectives and research. Springer. <p>Supplementary Reading List</p> <ol style="list-style-type: none">1. Buhalis, D., & Sinarta, Y. (2019). E-tourism: Information technology for strategic tourism management. Routledge.2. Mariani, M., & Buhalis, D. (2020). Tourism 4.0: The future of tourism and hospitality. Springer.3. Neuhofer, B., Buhalis, D., & Ladkin, A. (2018). Technology and the tourism experience: Contemporary issues and trends. Routledge.4. Gretzel, U., & Fesenmaier, D. R. (2020). Big data and tourism: What does it mean for the industry?. Springer.5. Pappas, N. (2019). Digital tourism: The role of technology in shaping the future of tourism. Springer.6. Law, R., & Au, N. (2021). Handbook of research on digital marketing and social media strategies. IGI Global. <p>Recommended Journals:</p> <ol style="list-style-type: none">1. Tourism Management



		<ol style="list-style-type: none">2. Journal of Hospitality and Tourism Technology3. Journal of Travel Research4. Tourism Economics5. International Journal of Contemporary Hospitality Management <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MGTH7804: Organisational Behaviour in International Contexts

Module D : [MGSM7804]		
1	Title of Module/Title	Organisational Behaviour in International Contexts
2	Module/Unit Description	Organisational Behaviour in International Contexts
		<p>Organizations across the world are recreating themselves in response to the challenges posed by the global economy. In view of this, organisational behaviour has become extremely important. Organizational behaviour is concerned with how people live, work, and prosper as individuals and in groups.</p> <p>Through this course, the learners examine the individual and group conduct, interaction, confrontation, negotiation,</p>



		<p>conflict management and diverse leadership styles in the workplace, as well as motivational strategies and apply these principles to the advancement of an organization's human resources. It details the human behaviour in organisational settings. Through this, the learners will be able to focus on the competitive advantages that lie in the organisation's human resources.</p> <p>This course introduces learners to advanced behavioural science theories and their managerial applications. The aim of this course is to give students a solid grasp of the history and evolution of Organizational Behaviour (OB) ideas and concepts. It will take you through an understanding of the human dimensions of management which is a critical contributor to the skillsets learned in other fundamental business courses. It enables learners get a better understanding of human behaviour in organisations as well as the capacity to guide people more effectively towards enhanced organisational effectiveness</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. Design and authorize Projects that address development issues.2. Integrate and Supervise tourism policy principles with practical development issues.3. Use Strategic Planning and Problem-Solving in addressing complex development challenges through tourism.4. Evaluate and monitor key development indicators relevant to tourism.5. Collaborate with stakeholders and Guide teams in understanding how theories influence tourism policies and development strategies.
3.2	Knowledge	<p>At the end of the module/unit the learner will be able to:</p> <p>A1: critically analyze and evaluate key theories, concepts, and models of organisational behaviour in an international context.</p> <p>A2: examine and assess developmental areas that enhance long-term organisational effectiveness, focusing on leadership, motivation, and change management.</p>



		<p>A3: investigate the organisation as a social system , identifying strategies to improve interpersonal and group dynamics within organisational structures.</p> <p>A4: evaluate the collective role that individuals play in achieving organisational goals, considering the impact of culture, leadership styles, and employee engagement.</p> <p>A5: apply and assess the practical implementation of organisational behaviour theories, models, and concepts to real-world international business environments.</p>
3.3	Skills	<p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>B1: critically assess and compare alternative methods for individual and group performance in diverse organisational settings.</p> <p>B2: apply communication techniques for example, Transaction analysis and Johari window to improve workplace interactions.</p> <p>B3: select, interpret and analyse information for team decision-making, integrating both qualitative and quantitative insights.</p> <p>B4: assess the nature of the organization's goals, as well as the values and ideas that surround them</p> <p>B5: examine and navigate the difficulties that come with managing group behaviour in the workplace</p> <p>B6: investigate the effects of individual, group, and organisational factors on human behaviour in greater depth.</p> <p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to;</p> <p>C1- identify and address knowledge gaps in organisational behaviour, integrating evidence-based research and critical thinking.</p> <p>C2- develop awareness of personal thought processes and behaviors, using this understanding to improve professional and personal skills throughout the course.</p> <p>C3- conduct independent research and critical inquiry, evaluating organisational behaviour in different international contexts.</p>



		<p>C4- utilize and interpret data-driven insights to advance knowledge and skills.</p> <p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• navigate and utilize online learning platforms for independent research and professional development.• apply office productivity tools for data analysis, strategic planning, and presentation development.• create and deliver engaging online presentations using digital storytelling techniques.• conduct systematic online research, critically evaluating sources for credibility and relevance in organisational behaviour.• use video conferencing tools (e.g., Zoom, Teams, Google Meet) to facilitate virtual team collaboration and stakeholder engagement.• apply plagiarism detection and citation management software (e.g., Turnitin, Mendeley, Zotero) to ensure academic integrity and research accuracy.• engage in peer-to-peer collaboration, fostering knowledge exchange through online discussion forums and group projects.• independently organize and facilitate virtual interview meetings to exchange feedback and improve team dynamics.• implement ethical considerations in digital communication, ensuring responsible online engagement and data security.
4	MQF Level pegged for this module/unit	7
5	Total Number of ECTS for this module/unit	6
6	Hours of Total Learning for this module/unit	<p>Total Contact Hours <input type="text" value="30"/></p> <p>Self – Study Hours <input type="text" value="60"/></p>



		Assessment Hours <div style="border: 1px solid black; padding: 2px; text-align: center;">30</div>
		Supervised Placement and Practice Hours <div style="border: 1px solid black; padding: 2px; text-align: center;">30</div>
7	Total Learning Hours for this module/unit.	150
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; padding: 2px; text-align: center;">%</div> Contact Hours delivered Face to Face <div style="border: 1px solid black; padding: 2px; text-align: center;">%</div>
10	Explain how this module/unit will be taught.	We intend to offer programs in online model; hence our online didactic model is as follows: Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources: <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated course material, the student is required to attempt an application-based assignment which could be either



		<p>a project or a case study or a report or any other form of written submission.</p> <p>Curriculum</p> <p>Unit 1: The Field of Organizational Behaviour</p> <ul style="list-style-type: none">• Introduction to Organizational behaviour• Definition of organization and behaviour• Historical Development of OB• Human Relations Movement• Impact of technology on organizational behaviour• Discussion/ Case Study <p>Unit 2: Organizational Design and Culture</p> <ul style="list-style-type: none">• Key factors in organizational design• Types of organizational design• Organizational Structures - traditional and contemporary structures• Organizational Culture- Meaning, dimensions and types• Role of founders' values and vision in creating and sustaining culture• Types of organizational cultures• Impact of culture on image and performance of the organization• Discussion/ Case Study <p>Unit 3: Foundations of Individual Behaviour</p> <ul style="list-style-type: none">• Factors affecting individual behaviour - personal, environmental and organizational• Nature and Determinants of Personality• Personality Traits - Big Five, Locus of Control, Self-esteem, Type A/ Type B Personality, Risk Taking, Machiavellianism,• Self-Monitoring• Personality and OB• Discussion/ Case Study <p>Unit 4: Work Related Attitudes, Values and Perception</p> <ul style="list-style-type: none">• Meaning and definitions• Factors influencing perception• Social and Person perception• When perception fails• Perception and OB• Discussion/ Case Study <p>Unit 5: Motivation</p>
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	<ul style="list-style-type: none">• Power and purpose of motivation• Theories of motivation - Locke's goal setting theory, Vroom's expectancy theory, Porter and Lawler's model, Adam's equity theory, McClelland's theory of needs.• Motivational Techniques – Job design/enlargement /enrichment / rotation• Managing rewards• Empowerment and Self Managed Teams• Discussion/ Case Study <p>Unit 6: Organizational Communication - Tool and Techniques</p> <ul style="list-style-type: none">• Johari Window• Transactional Analysis• Lateral Thinking• Brain Storming• Delphi Technique• Power of grapevine and other informal communication techniques• Discussion/ Case Study <p>Unit 7: Groups and Teams</p> <ul style="list-style-type: none">• Group Dynamics - Groups versus teams• Nature and types of groups and teams• Stages of group/team development• Determinants of group behaviour• Discussion/ Case Study/Exercises <p>Unit 8: Leadership</p> <ul style="list-style-type: none">• Leadership as a concept and its essence• Leaders versus managers• Blake and Mouton's Managerial Grid• Hersey and Blanchard's situational leadership• Transactional versus Transformational leadership• Discussion/ Case Study/Exercises <p>Unit 9: Organisational Power and Politics</p> <ul style="list-style-type: none">• Concept of Power• Interpersonal and Structural sources of power• Consequences of power• Understand the major political strategies• Maccoby's Four political Types <p>Unit 10: Conflict and Stress Management</p> <ul style="list-style-type: none">• Understanding Conflict• Functional and Dysfunctional conflict• Conflict resolution and negotiations
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		<ul style="list-style-type: none">• Managing conflict• Work stress model• Stress Management - Individual and Organizational Strategies• Impact of stress on performance <p>Support: In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions. End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment



		<p>is a case study analysis in 1000 words to be submitted 1 week after the completion of the course.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 week's before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Buchanan, D.A., & Huczynski, A.A. (2023). <i>Organizational Behaviour</i> (11th ed.). Pearson. <p>Supplementary Reading List</p> <ol style="list-style-type: none">1. Neck, C.P., Houghton, J.D., & Murray, E.L. (2019). <i>Organizational Behavior: A Skill-Building Approach</i>. SAGE Publications. uk.sagepub.com2. Robbins, S.P., Judge, T.A., Edwards, M., Sandiford, P., Fitzgerald, M., & Hunt, J. (2019). <i>Organisational Behaviour</i> (9th ed.). Pearson.



	<p>Academic Journals:</p> <ol style="list-style-type: none">1. International Journal of Organization Theory & Behavior2. International Journal of Organizational Leadership3. Journal of Organizational Behavior4. Leadership & Organization Development Journal5. Journal of Business and Psychology6. International Journal of Human Resource Management7. Organizational Studies8. Journal of Applied Psychology <p>Practitioners' Journals:</p> <ol style="list-style-type: none">1. Harvard Business Review2. MIT Sloan Management Review3. Strategy & Leadership4. McKinsey Quarterly5. Journal of Business Strategy <p>Business News:</p> <ol style="list-style-type: none">1. The Economist2. Financial Times3. Wall Street Journal4. Business Insider5. Bloomberg Businessweek <p>Research Articles:</p> <ul style="list-style-type: none">• For recent research articles, consider searching databases like Google Scholar or ResearchGate using keywords such as "Organisational Behaviour International Context" and filtering results from 2020 onward. <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and</p>
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		<p>encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MGTH7805: Pricing and Revenue Management

Module D : [MGSM7805]		
1	Title of Module/Title	Pricing and Revenue Management
2	Module/Unit Description	<p>Every business eventually needs to sell its products, raising key questions such as which sales channels to use, how to price products in these channels, and how to avoid channel cannibalization. Additional considerations include adjusting prices for seasonality and responding to initial demand observations. This course emphasizes setting optimal prices for products, a crucial factor tied to the supply chain's profit performance. Pricing and revenue optimization, also known as revenue management, involves determining and adjusting pricing and product availability across various selling channels to maximize profitability.</p> <p>In this course, you will learn to identify and leverage revenue optimization opportunities across different business contexts. You will explore key methodologies, examine legal issues related to various pricing strategies, and review current practices in diverse industries. The course primarily addresses pricing challenges faced by firms with some degree of market power. It focuses on the tactical optimization of pricing and capacity allocation decisions, using quantitative models of consumer behavior, demand forecasts, market uncertainty, and constrained optimization tools</p>
3	Learning Outcomes	



3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. analyze and implement effective pricing strategies across various market segments to maximize profitability.2. utilize data-driven techniques to optimize pricing and product availability, enhancing revenue potential.3. interpret and model consumer demand to inform pricing decisions and forecast market trends.4. develop and integrate innovative pricing models, adapting to dynamic market conditions and organizational goals.
3.2	Knowledge	<p>At the end of the module/unit the learner will be able to:</p> <p>A1: comprehend core concepts of revenue management and their application across industries.</p> <p>A2: examine foundational price theories and their impact on business strategies.</p> <p>A3: investigate the role of market segmentation in differential pricing and consumer targeting.</p> <p>A4: critically assess various pricing models, including dynamic and nonlinear approaches, for effective decision-making.</p>
3.3	Skills	<p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>B1: implement revenue management strategies to optimize pricing and product availability.</p> <p>B2: analyse and fit demand models to real-world data for informed pricing decisions.</p> <p>B3: design pricing strategies that reflect consumer value perception and market conditions.</p> <p>B4: implement dynamic pricing models to adapt to market fluctuations and maximize profitability.</p>



	<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to:</p> <p>C1- determine educational needs and create plans to address them.</p> <p>C2- develop awareness of personal thought processes and behaviors, using this understanding to improve professional and personal skills throughout the course.</p> <p>C3- conduct independent research, performing in-depth investigations, and consistently reflecting on personal learning within context.</p> <p>C4- utilize data-driven insights to advance knowledge and skills.</p>	<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• navigate and utilize online learning platforms for independent research and professional development.• apply office productivity tools for data analysis, strategic planning, and presentation development.• create and deliver engaging online presentations using digital storytelling techniques.• conduct systematic online research, critically evaluating sources for credibility and relevance in organisational behaviour.• use video conferencing tools (e.g., Zoom, Teams, Google Meet) to facilitate virtual team collaboration and stakeholder engagement.• apply plagiarism detection and citation management software (e.g., Turnitin, Mendeley, Zotero) to ensure academic integrity and research accuracy.• engage in peer-to-peer collaboration, fostering knowledge exchange through online discussion forums and group projects.• independently organize and facilitate virtual interview meetings to exchange feedback and improve team dynamics.
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		<ul style="list-style-type: none">• implement ethical considerations in digital communication, ensuring responsible online engagement and data security.								
4	MQF Level pegged for this module/unit	7								
5	Total Number of ECTS for this module/unit	6								
6	Hours of Total Learning for this module/unit	<table><tr><td>Total Contact Hours</td><td>30</td></tr><tr><td>Self – Study Hours</td><td>60</td></tr><tr><td>Assessment Hours</td><td>30</td></tr><tr><td>Supervised Placement and Practice Hours</td><td>30</td></tr></table>	Total Contact Hours	30	Self – Study Hours	60	Assessment Hours	30	Supervised Placement and Practice Hours	30
Total Contact Hours	30									
Self – Study Hours	60									
Assessment Hours	30									
Supervised Placement and Practice Hours	30									
7	Total Learning Hours for this module/unit.	150								
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning								
9	Blended Learning	Contact Hours delivered online. <table><tr><td><input type="text"/> %</td></tr></table> Contact Hours delivered Face to Face <table><tr><td><input type="text"/> %</td></tr></table>	<input type="text"/> %	<input type="text"/> %						
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10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, videos, case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated course material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to Revenue Management</p> <ul style="list-style-type: none">• Overview of revenue management• Historical context and evolution• Key industries and applications <p>Unit 2: Review of Price Theory</p> <ul style="list-style-type: none">• Fundamental concepts of price theory• Demand and supply analysis• Elasticity and its implications <p>Unit 3: Market Segmentation with Differential Pricing</p> <ul style="list-style-type: none">• Identifying market segments• Strategies for differential pricing• Preventing cannibalization across channels <p>Unit 4: Models of Consumer Demand</p> <ul style="list-style-type: none">• Consumer behavior and decision-making• Demand forecasting models• Impact of market dynamics on demand <p>Unit 5: Data Estimation (Fitting Demand Models to Data)</p> <ul style="list-style-type: none">• Techniques for data collection and analysis• Estimation methods for demand models• Using data for pricing decisions <p>Unit 6: Value-Based Pricing</p> <ul style="list-style-type: none">• Understanding customer value perception
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	<ul style="list-style-type: none">• Developing value-based pricing strategies• Case studies and real-world applications <p>Unit 7: Pricing – Constrained Optimization</p> <ul style="list-style-type: none">• Introduction to optimization in pricing• Tools and techniques for constrained optimization• Practical applications and problem-solving <p>Unit 8: Nonlinear Pricing & Innovative Pricing</p> <ul style="list-style-type: none">• Exploring nonlinear pricing models• Innovative pricing strategies and techniques• Evaluating effectiveness and challenges <p>Unit 9: Dynamic Pricing</p> <ul style="list-style-type: none">• Concepts and benefits of dynamic pricing• Real-time pricing strategies• Technology and data requirements <p>Unit 10: Integration and Future Trends</p> <ul style="list-style-type: none">• Integrating pricing strategies with overall business strategy• Emerging trends and future directions in pricing and revenue management• Ethical considerations in pricing decisions
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Support:

In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:

1. Student Success Manager: is the first point of contact for every student for any query.
2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.
3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.
4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.
5. In all cases, the turnaround time to resolve the query is within 3 working days.
6. All interactions take place via e-campus to maintain an adequate record of information.

Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.

1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the



		<p>final evaluation and acquires a pass score, he/she progresses to the next module.</p> <p>2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.</p>
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a detailed pricing and revenue management plan in 2000 words to be submitted 2 weeks after the completion of the course.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.
12	Placement/Work-based learning	NA



(if applicable)		
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Phillips, R. (2021). <i>Pricing and Revenue Optimization</i>. Stanford University Press.2. Talluri, K. T., & Van Ryzin, G. J. (2021). <i>The Theory and Practice of Revenue Management</i>. Springer. <p>Supplementary Reading List</p> <ol style="list-style-type: none">1. Hinterhuber, A., & Liozu, S. M. (2019). <i>Innovation in Pricing: Contemporary Theories and Best Practices</i>. Routledge.2. Nagle, T. T., & Müller, G. (2018). <i>The Strategy and Tactics of Pricing: A Guide to Growing More Profitably</i>. Routledge.3. Dholakia, N., & Zwick, D. (2018). <i>Consumer Research: Postcards from the Edge</i>. Routledge.4. Moorthy, K. S. (2019). <i>Marketing Models: Multivariate Statistics and Marketing Analytics</i>. Springer.5. Dolan, R. J., & Simon, H. (2020). <i>Power Pricing: How Managing Price Transforms the Bottom Line</i>. Free Press. <p>Recommended Journals:</p> <ol style="list-style-type: none">1. <i>Journal of Revenue and Pricing Management</i>2. <i>Pricing & Revenue Management Journal</i>3. <i>Journal of Business Research</i>4. <i>Operations Research</i>5. <i>International Journal of Revenue Management</i> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and</p>



		<p>encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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RESEARCH, INNOVATION & MASTER THESIS (30 ECTS)

Ref	Module/Unit Title	Compulsory (C) or Elective (E).	ECTS	MQF	Mode of Teaching	Mode of Assessment
RESEARCH, INNOVATION & MASTER THESIS (30 ECTS)						
MG7111	Innovation Management and Design Thinking for Entrepreneurs	C	6	7	Online	40% Continuous and 60% End of the module submission
MG7112	Data-Driven Research and Analytical Insights	C	6	7	Online	100% Master Thesis
MG7113	Capstone Consulting Project	C	18	7	Online	

MG7111 Innovation Management and Design Thinking for Entrepreneurs

Module D : [MG7111]		
1	Title of Module/Title	Innovation Management and Design Thinking for Entrepreneurs
2	Module/Unit Description	This module provides MBA students with the critical skills and knowledge to drive innovation and apply design thinking in entrepreneurial ventures. Students will explore



		<p>the principles of innovation management, the processes involved in bringing new ideas to market, and the strategic use of design thinking to solve complex business problems. The module integrates theory with practical applications, enabling students to cultivate a mindset for creativity, experimentation, and customer-centric design. By the end of the module, students will be equipped to lead innovation initiatives and create sustainable value in entrepreneurial contexts.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. generate innovative solutions to complex business challenges using design thinking principles.2. manage and lead innovation processes within entrepreneurial ventures.3. apply customer insights to develop products and services that meet market needs.4. develop and test prototypes to validate ideas and refine solutions.5. lead teams in fostering a culture of innovation and creativity.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following forms of learning:</p> <p>A1: critique the fundamental concepts and frameworks of innovation management and their application in entrepreneurial settings and justifying their relevance to modern business challenges.</p> <p>A2: analyze the role of design thinking in driving innovation, synthesizing its methodologies to solve complex business problems and proposing strategies for their integration into entrepreneurial practice.</p> <p>A3: evaluate different innovation strategies and their impact on business success.</p> <p>A4: interpret the relationship between innovation, entrepreneurship, and competitive advantage, integrating</p>



		<p>evidence from real-world case studies to formulate conclusions on their interconnectedness.</p> <p>A5: create and manage an innovation portfolio, applying models and frameworks to effectively align innovation activities with business goals and growth strategies.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills:</p> <p>B1: Apply design thinking methodologies to identify customer needs, synthesizing insights to develop innovative solutions and evaluating their potential for market impact.</p> <p>B2: Manage the innovation process from idea generation to commercialization, designing action plans that integrate market research and consumer feedback to reduce risks and maximize potential.</p> <p>B3: Develop and test prototypes, iterating upon feedback to refine business ideas, assessing their feasibility and applying lean startup principles to optimize time-to-market.</p> <p>B4: Lead and collaborate effectively in multidisciplinary teams to drive innovation initiatives.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1- identify learning needs and design development plans to address them and reflecting on progress throughout the module.</p> <p>C2-cultivate an awareness of the impact of your own thinking and behaviour and use this as the basis for developing your professional and personal competences during this module.</p> <p>C3- conduct an independent inquiry, investigation and on-going reflection on your own learning in context.</p>
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• navigate various digital learning platforms, designing and presenting comprehensive presentations and



		reports that reflect the principles of effective business communication. <ul style="list-style-type: none">• conduct advanced online research, synthesizing information from diverse digital sources to support innovation decisions and evaluate the credibility of online resources.• create and design digital prototypes or mock-ups, testing and refining these using digital tools to streamline the product development process.• utilize collaborative online tools for peer-to-peer feedback, organizing and leading virtual innovation sessions or team meetings to advance entrepreneurial projects.• use citation software and apply proper referencing techniques when compiling research for innovation proposals and strategic plans.
4	MQF Level pegged for this module/unit	7
5	Total Number of ECTS for this module/unit	6
6	Hours of Total Learning for this module/unit	Total Contact Hours 30 Self – Study Hours 60 Assessment Hours 30 Supervised Placement and Practice Hours 30
7	Total Learning Hours for this module/unit.	150
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in.



		<input type="checkbox"/> Work Based Learning
9	Blended Learning	<p>Contact Hours delivered online.</p> <p><input type="text"/> %</p> <p>Contact Hours delivered Face to Face</p> <p><input type="text"/> %</p>
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, video case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to Innovation and Entrepreneurship</p> <ul style="list-style-type: none">1.1 Definitions and Key Concepts1.2 The Role of Innovation in Entrepreneurship1.3 Innovation as a Competitive Advantage <p>Unit 2: Innovation Theories and Models</p> <ul style="list-style-type: none">2.1 Disruptive Innovation2.2 Open Innovation2.3 The Diffusion of Innovations <p>Unit 3: Design Thinking Principles</p> <ul style="list-style-type: none">3.1 Understanding Design Thinking



	<p>3.2 The Design Thinking Process: Empathy, Define, Ideate, Prototype, Test</p> <p>3.3 Design Thinking in Business Contexts</p> <p>Unit 4: Idea Generation and Creativity Techniques</p> <ul style="list-style-type: none">4.1 Brainstorming and Ideation Techniques4.2 Creative Problem-Solving Methods4.3 Fostering Creativity in Teams <p>Unit 5: Prototyping and Testing</p> <ul style="list-style-type: none">5.1 Rapid Prototyping Techniques5.2 User Testing and Feedback5.3 Iteration and Refinement of Ideas <p>Unit 6: Innovation Strategy and Management</p> <ul style="list-style-type: none">6.1 Developing an Innovation Strategy6.2 Managing Innovation Portfolios6.3 Innovation Metrics and KPIs <p>Unit 7: Customer-Centric Innovation</p> <ul style="list-style-type: none">7.1 Understanding Customer Needs and Insights7.2 User Experience (UX) Design7.3 Creating Value Through Customer-Centric Design <p>Unit 8: Leading Innovation in Organizations</p> <ul style="list-style-type: none">8.1 Building a Culture of Innovation8.2 Leadership Styles for Innovation8.3 Overcoming Barriers to Innovation <p>Unit 9: Innovation Ecosystems and Collaboration</p> <ul style="list-style-type: none">9.1 Innovation Networks and Partnerships9.2 The Role of Startups in Innovation Ecosystems9.3 Collaboration Between Corporations and Startups <p>Unit 10: Commercializing Innovation</p> <ul style="list-style-type: none">10.1 Go-to-Market Strategies10.2 Scaling Innovation10.3 Protecting Intellectual Property
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Support:

In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:

1. Student Success Manager: is the first point of contact for every student for any query.
2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.
3. If it is faculty/ module content related query, this is forwarded to the assistant faculty.
4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.



		<ol style="list-style-type: none">5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, comprising of 60% weightage. The nature of final assessment is a written submission. The written submission will require the learners to choose a business challenge that requires innovative solutions (e.g., improving customer experience, entering a new market) and develop an innovation strategy which includes the application of design thinking methodologies. The analysis will be written in 2200 words and submitted 2 weeks after the completion of the module.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 week's before the submission due date.</p>



		<p>The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	<p>End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.</p>
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Readings</p> <ol style="list-style-type: none">1. Brown, T. (2019). <i>Change by Design: How Design Thinking Creates New Alternatives for Business and Society</i> (2nd ed.). New York: Harper Business.2. Tidd, J. & Bessant, J. (2020). <i>Managing Innovation: Integrating Technological, Market and Organizational Change</i> (7th ed.). Chichester: Wiley.3. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2020). <i>Value Proposition Design: How to Create Products and Services Customers Want</i> (2nd ed.). Hoboken: Wiley. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Christensen, C.M. (2019). <i>The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail</i> (3rd ed.). Boston: Harvard Business Review Press.2. Ries, E. (2017). <i>The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i>. London: Penguin Books.3. Blank, S. (2020). <i>The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company</i> (2nd ed.). Hoboken: Wiley.



4. Kelley, T. & Kelley, D. (2017). *Creative Confidence: Unleashing the Creative Potential Within Us All*. London: William Collins.
5. Govindarajan, V. (2018). *The Three Box Solution: A Strategy for Leading Innovation*. Boston: Harvard Business Review Press.

Online Resource

- IDEO U (2021). *Design Thinking for Innovation*. Available at: IDEO U.

Journals for Further Reading

1. *Research Policy* (Innovation and management-related studies)
2. *Journal of Product Innovation Management* (focus on entrepreneurship and innovation)
3. *International Journal of Innovation Management* (comprehensive exploration of innovation strategies)
4. *Technovation* (research on technology, innovation, and entrepreneurship)
5. *Design Studies* (focused on design thinking and its impact on innovation)

Final Note

The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.

At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.

By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped



		to apply your learning in real-world settings and foster deeper engagement with the subject matter.
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MG7112 Data-Driven Research and Analytical Insights

Module D : [MG7112]		
1	Title of Module/Title	Data-Driven Research and Analytical Insights
2	Module/Unit Description	<p>This module provides MBA students with the foundational skills and knowledge needed to conduct rigorous and effective research across various disciplines. Through this module, students learn the principles and techniques essential for designing, executing, and interpreting research studies. They delve into topics such as formulating research questions, selecting appropriate data collection methods, understanding sampling techniques, and mastering data analysis methods, both qualitative and quantitative. Moreover, the module covers ethical considerations, emphasising responsible and transparent research practices. Students gain proficiency in constructing research proposals, reviewing existing literature, and presenting findings with clarity and precision.</p> <p>This module is highly relevant to understand the systematic scientific research writing process. This process helps in putting in perspective all conceptual learning and provides a framework for continuous growth in one's own work environment.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. formulate a relevant research design that enables to answer the identified research questions, considering the limitations of the study.2. implement evidence-based management perspectives to design research problems that can enhance the overall value to the stakeholders.3. comprehend ethical considerations in research, including subjects' rights and integrity.



3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following forms of learning:</p> <p>A1: recall and critically evaluate three pillars of evidence-based management- existing knowledge, conceptual framework and own prior experience to identify the research gap and their implications for data-driven decision-making.</p> <p>A2: forecast the application of possible recommendations that can be drawn from the research under study and its impact on the stakeholders, keeping the stakeholders informed and considering all ethical concerns concerning stakeholders.</p> <p>A3: conduct systematic literature review to identify the research gap and build upon the variables under study.</p> <p>A4: formulate a research design that enables to answer the identified research questions, select data collection and analysis method that corresponds to research questions, for instance selecting surveys for quantitative and causal research, whereas observations and small interviews for qualitative research.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills and will be able to:</p> <p>B1: differentiate between qualitative and quantitative research methods, evaluating their respective strengths and limitations in addressing various research questions.</p> <p>B2: formulate clear, focused, and feasible research questions or hypotheses, critically assessing their relevance to the research context and objectives</p> <p>B3: identify and define research variables, developing operational definitions and selecting the most appropriate measurement scales for data collection and analysis.</p> <p>B4: design surveys, experiments, and observational methods used in quantitative research.</p> <p>B5: describe and summarise collected data using appropriate statistical measures.</p> <p>B6: learn to structure and write a research report, including results, discussion, and conclusions.</p>



		<p>C1: develop a comprehensive research proposal, designing the introduction, methodology, and expected outcomes, and justifying the proposed approach based on evidence and best practices.</p> <p>C2: present findings using effective presentation skills to communicate research findings clearly.</p> <p>C3: compile proper citation and apply plagiarism-checking tools, ensuring academic integrity and avoiding unethical practices in research writing.</p>
		<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">• navigate various digital learning platforms, designing and presenting research findings using online tools such as Microsoft Office, Google Docs, and comparable software.• conduct independent online searches for academic resources, evaluating the credibility and relevance of sources, and synthesizing information to support research objectives.• use various video conferencing systems for collaboration, organizing and leading virtual meetings to discuss research progress and share insights.• work with e-book readers and use citation software to organize and reference research materials accurately.• collaborate on research projects through online peer-to-peer tools, engaging in constructive feedback and idea-sharing to improve research quality.• independently organize student InterVision meetings through various online platforms, facilitating discussions that contribute to ongoing research development.• apply sound transmission and camera technology during research presentations, ensuring clarity and professionalism in communication.
4	MQF Level pegged for this module/unit	MQF/EQF Level 7
5	Total Number of ECTS for this module/unit	6
6	Hours of Total Learning for this module/unit	Total Contact Hours <input type="text" value="30"/>



		Self – Study Hours 60
		Assessment Hours 30
		Supervised Placement and Practice Hours 30
7	Total Learning Hours for this module/unit.	150
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. % Contact Hours delivered Face to Face %
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, video case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.



		<ol style="list-style-type: none">5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission. <p>Curriculum</p> <p>Unit 1: Introduction to Research Methods: Understanding the nature and purpose of research, Differentiating between qualitative and quantitative research</p> <p>Unit 2: Research Design: Formulating research questions and hypotheses, Selecting appropriate research designs (experimental, correlational, descriptive, etc.), Considering ethical considerations in research design</p> <p>Unit 3: Sampling Techniques Understanding different sampling methods (random sampling, stratified sampling, convenience sampling, etc.), Assessing sample size and representativeness</p> <p>Unit 4: Data Collection Methods: Surveys and questionnaires, Interviews (structured, semi-structured, unstructured), Observational methods (participant observation, naturalistic observation), Experimental methods, Case studies, Archival research</p> <p>Unit 5: Measurement and Instrumentation: Reliability and validity of measurement instruments, Types of measurement scales (nominal, ordinal, interval, ratio), Constructing and validating measurement instruments</p> <p>Unit 6: Data Analysis Techniques: Descriptive statistics (mean, median, mode, standard deviation, etc.), Inferential statistics (t-tests, ANOVA, correlation, regression, etc.), Qualitative data analysis techniques (content analysis, thematic analysis, grounded theory, etc.) using statistical software (SPSS, R, SAS, etc.)</p> <p>Unit 7: Interpreting and Presenting Results: Interpreting statistical findings, Drawing conclusions based on research results, Presenting findings</p>
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		<p>through written reports, presentations, and visualisations, Critical Thinking and Research</p> <p>Unit 8: Ethics: Evaluating research studies critically, Understanding ethical principles in research (informed consent, confidentiality, minimising harm, etc.), Recognizing and avoiding research misconduct (plagiarism, fabrication, falsification)</p> <p>Unit 9: Special Topics in Research Methods: Meta-analysis, Longitudinal studies, Mixed methods research, Cross-cultural research methods, Online research methods and digital data collection</p> <p>Unit 10: Practical Applications and Projects: Hands-on experience with designing research studies, Conducting data collection and analysis. Presenting research findings.</p> <p>Support: In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.
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		<p>2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.</p>
11	Explain how this module/unit will be assessed.	<p>We follow continuous and end of the module assessment. Continuous assessment is conducted within various units studied by the learner, and counts towards the final grades, the weightage of continuous assessment is 40%. The nature of continuous assessment is multiple-choice questions.</p> <p>End of the module assessment is the final assessment, consisting of 60% weightage. The nature of final assessment is a report submission. The analysis will be written in 2000 words and submitted 2 weeks after the completion of the module.</p> <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 weeks before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
	Practicum/Dissertation/Final Project	<p>End of the module assessment is always the assignment submission, the nature of assessment can be report writing, case-study evaluation, survey analysis, presentations, communication videos, etc.</p>
12	Placement/Work-based learning	NA



	(if applicable)	
13	Reading List	<p>Core Reading List</p> <p>1. Saunders, M., Lewis, P., & Thornhill, A. (2023). Research Methods for Business Students (English ed.). Paperback: Pearson.</p> <p>Supplementary Reading</p> <p>1. Creswell, J.W. & Creswell, J.D. (2017). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5th ed.). Thousand Oaks, CA: Sage Publications.</p> <p>2. Cooper, D.R. & Schindler, P.S. (2019). Business Research Methods (13th ed.). New York: McGraw-Hill Education.</p> <p>3. Silverman, D. (2019). Interpreting Qualitative Data (5th ed.). London: Sage Publications.</p> <p>4. Fink, A. (2020). How to Conduct Surveys: A Step-by-Step Guide (6th ed.). Thousand Oaks, CA: Sage Publications.</p> <p>Journals for Further Reading</p> <p>1. Journal of Business Research (covers a range of business research methods and analytics)</p> <p>2. The Journal of Quantitative Analysis in Sports (for data-driven research in sports business and analytics)</p> <p>3. Journal of Marketing Research (valuable for business students focusing on quantitative research in marketing)</p> <p>4. International Journal of Research in Marketing (emphasis on research methodologies used in marketing)</p> <p>5. Journal of Business and Economic Statistics (focuses on the application of statistical and analytical methods in business)</p> <p>Final Note</p> <p>The reading list provided is not exhaustive. Additional unit-specific readings will be shared by faculty via the Virtual</p>



		<p>Learning Environment (VLE) and will be updated regularly to reflect the latest developments and research in the field.</p> <p>At Level 7 and above, we do not mandate the use of specific textbooks. Instead, we recommend foundational books and encourage learners to engage in wider research. While faculty will share some initial reading resources, it is expected that learners go beyond these materials and take an active role in researching the most current information available. This research should aim to inform and enrich the learning process, helping learners to integrate the theoretical concepts with practical applications in their current industries.</p> <p>By staying proactive in exploring emerging trends and expanding your research base, you will be better equipped to apply your learning in real-world settings and foster deeper engagement with the subject matter.</p>
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MG7113 Capstone Consulting Project

Module D : [MG7113]		
1	Title of Module/Title	Capstone Consulting Project
2	Module/Unit Description	<p>The Capstone Consulting Project follows an Action Research methodology, ensuring that students engage in a continuous cycle of problem identification, analysis, intervention, and reflection. Students are expected to identify a real business problem, ideally from their own work environment or previous professional experience.</p> <p>For students without prior work experience, they will be encouraged to reflect on their academic projects, internships, or any event they have planned or managed. This approach allows them to apply theoretical concepts to practical scenarios, ensuring relevance and engagement.</p> <p>Individual reflection is a critical component of this assignment, helping students identify their areas of interest and passion while ensuring that the inquiry remains meaningful and applicable. Through scenario visualization and reflective analysis, students will develop a deeper</p>



	<p>understanding of business challenges, making the learning process more immersive and impactful.</p> <p>The research inquiry within the Capstone Consulting Project is designed to develop students' ability to conduct rigorous business research, applying both qualitative and quantitative methodologies to explore complex business challenges. Students will critically review existing literature, identify gaps in knowledge, and develop a well-structured research framework that supports data-driven decision-making. Through primary and secondary research, they will gather insights, analyze findings, and formulate strategic recommendations that address the identified problem. The project encourages innovative thinking, pushing students to design practical, evidence-based solutions that align with contemporary business trends and industry best practices.</p> <p>The Capstone Consulting Project adds significant value to stakeholders by bridging academic insights with real-world application. Students develop actionable strategies that can drive business improvement, enhance operational efficiency, or create competitive advantages. Whether addressing challenges in supply chain management, sustainability, digital transformation, or leadership, students ensure that their recommendations are aligned with organizational goals and stakeholder expectations. By engaging with real business problems, students cultivate strong analytical, leadership, and communication skills, positioning themselves as valuable contributors to their industries while reinforcing the programme's emphasis on strategic, ethical, and sustainable business solutions.</p> <p>The thesis will be supervised by the Institute's professor, ensuring academic rigor, research quality, and alignment with the programme's learning outcomes. However, students are also encouraged to seek an industry mentor from their own professional network or relevant industry connections. This dual mentorship approach enhances the practical insight of the research by integrating academic guidance with real-world expertise, allowing students to develop solutions that are not only theoretically sound but also industry-relevant and actionable.</p> <p>By engaging with an industry mentor, students gain exposure to practical challenges, industry trends, and stakeholder expectations, enriching their understanding of the business problem and refining their strategic</p>
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		<p>recommendations. This collaboration fosters a deeper connection between academic research and professional practice, preparing students to translate their findings into real-world impact while building valuable networking opportunities for future career growth.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none">1. conduct in-depth analysis of complex business issues and develop strategic recommendations.2. manage consulting projects, including problem definition, stakeholder engagement, and solution implementation.3. lead and collaborate within diverse teams to achieve project goals.4. proficiently articulate ideas, presenting findings, and engaging with clients effectively.5. think critically and creatively in addressing business challenges and proposing innovative solutions.
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following forms of learning and will be able to:</p> <p>A1: critically examine the principles and methodologies of consulting and their application to real-world business scenarios.</p> <p>A2: analyze and synthesize information from multiple business domains to formulate data-driven recommendations that enhance decision-making</p> <p>A3: evaluate the effectiveness of strategic recommendations by assessing their impact on organizational performance, sustainability, and competitive positioning.</p> <p>A4: investigate the ethical considerations involved in consulting projects, defending responsible decision-making practices and proposing strategies to mitigate ethical risks.</p> <p>A5: assess the complexities of client relationships and stakeholder management, formulating strategies to build</p>



		<p>trust, manage expectations, and drive long-term value in consulting engagements.</p>
3.3	Skills	<p>At the end of the module/unit, the learner will have acquired the following skills and be able to:</p> <p>B1: strategize, oversee, and adapt consulting projects from initiation to completion, integrating evidence-based methodologies and research-driven insights to ensure high-quality, sustainable business outcomes.</p> <p>B2: critically evaluate, interpret, and synthesize qualitative and quantitative data using advanced research techniques, ensuring that strategic recommendations are rigorously supported by empirical evidence and aligned with organizational goals.</p> <p>B3: design, structure, and deliver compelling, research-informed recommendations, leveraging investigative methods to justify proposed solutions while considering their long-term social, cultural, and environmental impacts.</p> <p>B4: facilitate, negotiate, and collaborate effectively with multidisciplinary teams and stakeholders, applying systems thinking and ethical reasoning to navigate complex business challenges and drive innovative, sustainable solutions.</p>
		<p><i>Module-Specific Learner Skills</i></p> <p>At the end of the module/unit the learner will be able to</p> <p>C1: synthesize and apply advanced research methodologies, critically evaluate evidence, and integrate theoretical frameworks into real-world consulting practice. Demonstrate independent learning, strategic decision-making, stakeholder consultation, and implementation planning, while reflecting on professional growth and ethical responsibilities.</p> <p>C2: critique, refine, and apply ethical research and citation practices, ensuring academic integrity, intellectual rigor, and</p>



		originality in consulting deliverables while safeguarding against plagiarism and maintaining transparency in evidence-based decision-making.
<p><i>Module-Specific Digital Skills and Competences</i></p> <p>At the end of the module/unit, the learner will be able to</p> <ul style="list-style-type: none">● leverage and integrate multiple digital learning platforms to support research, collaboration, and knowledge dissemination.● utilize and customize office productivity software to structure complex consulting reports and presentations.● develop and deliver interactive, research-based online presentations tailored to diverse business audiences.● conduct advanced online research, critically assessing sources for reliability, validity, and relevance.● facilitate virtual collaboration using video conferencing systems (e.g., Zoom, Teams, Google Meet) and manage real-time stakeholder engagement.● scan, process, and digitally annotate research materials while ensuring accessibility and proper data management.● effectively engage in online peer-to-peer collaboration, applying virtual teamwork strategies to co-develop consulting solutions.● navigate and apply citation management software (e.g., Mendeley, Zotero, EndNote) to streamline research documentation and referencing.● manage digital ethics and security, ensuring compliance with data privacy regulations and ethical research standards.		
4	MQF Level pegged for this module/unit	MQF/ EQF Level 7
5	Total Number of ECTS for this module/unit	18
6	Hours of Total Learning for this module/unit	Total Contact Hours <input type="text" value="90"/> Self – Study Hours <input type="text" value="180"/>



		Assessment Hours 90
		Supervised Placement and Practice Hours 90
7	Total Learning Hours for this module/unit.	450
8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. % Contact Hours delivered Face to Face %
10	Explain how this module/unit will be taught.	<p>We intend to offer programs in online model; hence our online didactic model is as follows:</p> <p>Each module is organised on our e-campus and is divided into sub-units, around 8-12 subunits. Each sub-unit comprises of the following resources:</p> <ol style="list-style-type: none">1. Faculty Lecture- can be asynchronous with academic support OR synchronous, recording of which to be provided.2. Notes of the faculty lecture3. Supporting reading material such as research papers, articles, journals, video case studies, case studies, simulations, etc.4. Unit-wise assessment which is multiple choice questions.5. Optional – Formative discussion forum for reflection and peer-to-peer interaction.



		<p>6. Upon completion of all incorporated module material, the student is required to attempt an application-based assignment which could be either a project or a case study or a report or any other form of written submission.</p> <p>Curriculum</p> <p>Though this is a practical module culminating into a Master Thesis, no formal classes are required. Following interaction topics are recommended with the Supervisor</p> <p>Unit 1: Introduction to Consulting Projects</p> <ul style="list-style-type: none">1.1 Overview of Consulting in Business1.2 Types of Consulting Projects1.3 The Consulting Process: From Engagement to Delivery <p>Unit 2: Problem Definition and Project Scoping</p> <ul style="list-style-type: none">2.1 Identifying Client Needs and Objectives2.2 Scoping the Consulting Project2.3 Developing Project Charters and Work Plans <p>Unit 3: Research and Data Collection</p> <ul style="list-style-type: none">3.1 Research Methodologies for Consulting3.2 Data Collection Techniques: Surveys, Interviews, and Observations3.3 Ethical Considerations in Research <p>Unit 4: Data Analysis and Interpretation</p> <ul style="list-style-type: none">4.1 Quantitative Analysis Techniques4.2 Qualitative Data Analysis4.3 Interpreting and Presenting Data Insights <p>Unit 5: Strategy Formulation</p> <ul style="list-style-type: none">5.1 Developing Strategic Recommendations5.2 Evaluating Strategic Options5.3 Aligning Recommendations with Client Goals <p>Unit 6: Client Engagement and Communication</p> <ul style="list-style-type: none">6.1 Managing Client Relationships6.2 Effective Communication with Clients6.3 Handling Client Feedback and Expectations <p>Unit 7: Project Management and Execution</p> <ul style="list-style-type: none">7.1 Time and Resource Management7.2 Risk Management in Consulting Projects7.3 Delivering on Project Milestones <p>Unit 8: Presentation of Findings</p> <ul style="list-style-type: none">8.1 Structuring Consulting Reports8.2 Designing and Delivering Presentations8.3 Engaging Stakeholders in Presentations <p>Unit 9: Implementation and Impact Assessment</p> <ul style="list-style-type: none">9.1 Supporting Clients in Implementation
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		<p>9.2 Measuring the Impact of Consulting Recommendations 9.3 Post-Implementation Review and Feedback Unit 10: Reflection and Professional Development 10.1 Reflecting on the Consulting Experience 10.2 Identifying Personal and Professional Growth 10.3 Career Pathways in Consulting</p> <p>Support: In online delivery, support plays an imperative role. Our model provides various levels of interaction to the students as follows:</p> <ol style="list-style-type: none">1. Student Success Manager: is the first point of contact for every student for any query.2. If it is a general query, for instance related to e-campus, technology, etc. it is resolved immediately.3. If it is a faculty/ module content related query, this is forwarded to the assistant faculty.4. If it is a program related queries such as regulations, policies, progression etc., this is forwarded to the Program Director.5. In all cases, the turnaround time to resolve the query is within 3 working days.6. All interactions take place via e-campus to maintain an adequate record of information. <p>Modular delivery: Understanding the relevance of disseminating content in a systematic manner, we follow a modular system of academic delivery via our e-campus.</p> <ol style="list-style-type: none">1. Modular system of academic delivery means that the learners are provided access to 1 module at one time. Once the learner completes all units, and the final evaluation and acquires a pass score, he/she progresses to the next module.2. The process helps in organizing study in an efficient manner and enables learners to research and learn about every module in-depth.
11	Explain how this module/unit will be assessed.	<p>This module will be assessed by the end of the module assessment.</p> <p>The following is a broad guideline for preparing the Capstone Consulting Project report for MBA students. While</p>



	<p>this structure provides a strong foundation, it is not rigid and should be adapted based on the specific nature of your project. MBA students are encouraged to apply innovative approaches and tailor their reports to best align with their consulting topic and business context.</p> <p>It is recommended to include a title page specifying your full name with Student Id, project title, name of the Supervisor, date of submission, and word count. The second page is recommended as an Executive summary of around 300 words to summarize a brief overview of the project, key findings, and recommendations; and the summary of the problem, approach, and outcomes. The third page is suggested to be the Table of Content including List of chapters, sections, and appendices with page numbers. Following chapters are suggested:</p> <p>1. Introduction</p> <ul style="list-style-type: none">• Overview of the project scope and objectives• Background of the consulting problem or business challenge• Importance and relevance of the study• Research questions and expected outcomes• Limitations of the Study• Ethical considerations involved in consulting projects, and proposed strategies to mitigate ethical risks. <p>2. Literature Review</p> <ul style="list-style-type: none">• Analysis of existing research, theories, and best practices relevant to the chosen consulting problem• Identification of knowledge gaps• Theoretical framework guiding the project <p>3. Methodology</p> <ul style="list-style-type: none">• Research design and approach (qualitative, quantitative, or mixed methods)• Data collection methods (interviews, surveys, case studies, secondary data)
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	<ul style="list-style-type: none">● Ethical considerations● Limitations of the methodology <p>4. Data Analysis and Findings</p> <ul style="list-style-type: none">● Presentation of collected data (charts, graphs, or tables if necessary)● Key findings related to the research questions● Discussion of insights and implications <p>5. Recommendations and Implementation Plan</p> <ul style="list-style-type: none">● Practical, data-driven recommendations for the client/business● Steps for implementation (short-term and long-term strategies)● Potential challenges and mitigation strategies <p>6. Conclusion</p> <ul style="list-style-type: none">● Summary of findings and recommendations● Contribution of the project to the field of study● Suggestions for future research <p>7. References</p> <ul style="list-style-type: none">● Proper citation of all sources (Harvard Style) <p>8. Appendices (if needed)</p> <ul style="list-style-type: none">● Additional charts, interview transcripts, raw data, or supporting documents <p>End of the module assessment is the final assessment, consisting of 100% weightage. The nature of final assessment is the report submission of 6000 words (supported by data, analysis, and references)and can be within +/- 10% of the specified limit to be submitted within 6 weeks of module completion.</p>
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	<p>The minimum pass mark for Dissertations is 50%.</p> <p>Formatting requirements:</p> <p>Use the following font style: Times New Roman</p> <ul style="list-style-type: none">● Font size: 12-point main body text● Font size: 16 and 14 Main Heading and Subheadings● Paragraph line spacing: 1.5 lines.● Spacing: left● Ensure that the layout is in a professional format – use headings and subheadings as appropriate● Ensure that all pages are numbered.● The piece of assessment must have a cover page. <p>A few further considerations:</p> <ul style="list-style-type: none">● Ensure to format the entire document in an appropriate and consistent format/ Font/ Font Color/ Font Size, as specified above.● The assessment can have a table of content as well, but not necessarily. It depends upon the nature of assessment.● It is good practice to spell and grammar check your work before submission. <p>We also integrate formative assessment which doesn't contribute to the final grade, rather helps in peer-to-peer learning and reflecting on the concepts used.</p> <p>All assessments are provided via e-campus and are to be submitted via e-campus. No email submissions are accepted.</p> <p>All end of the module assessments are provided to the learners at least 3 week's before the submission due date. The faculty will have access to the plagiarism testing software, and the learner can be asked for viva to validate the submitted assignment ownership.</p> <p>The assessments follow a rubric specific to the type of assessment tool used and the details of the same are provided to the learners. Assessment guidance webinar is also provided to the learner. This ensures that the learner has sufficient understanding of expectation from the assignment. The passing grades are 40% according to the defined rubrics.</p>
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	Practicum/Dissertation/Final Project	as above
12	Placement/Work-based learning (if applicable)	NA
13	Reading List	<p>Core Reading List</p> <ol style="list-style-type: none">1. Block, P. (2018). <i>Flawless Consulting: A Guide to Getting Your Expertise Used</i> (4th ed.). San Francisco: Wiley.2. Maister, D.H., Green, C.H., & Galford, R.M. (2021). <i>The Trusted Advisor</i> (2nd ed.). New York: Free Press.3. Turner, C. (2020). <i>The Consulting Process: Methods and Models for Excellence</i> (3rd ed.). New York: Routledge.4. Schein, E.H. (2019). <i>Humble Consulting: How to Provide Real Help Faster</i> (2nd ed.). Oakland: Berrett-Koehler. <p>Supplementary Reading</p> <ol style="list-style-type: none">1. Weinberg, G.M. (2020). <i>The Secrets of Consulting: A Guide to Giving and Getting Advice Successfully</i> (3rd ed.). New York: Dorset House.2. Kubr, M. (2018). <i>Management Consulting: A Guide to the Profession</i> (5th ed.). Geneva: International Labour Organization.3. Wickham, P.A. & Wickham, L. (2019). <i>Management Consulting: Delivering an Effective Project</i> (5th ed.). New York: Pearson.4. Schaffer, R.H. (2020). <i>High-Impact Consulting: How Clients and Consultants Can Work Together to Achieve Extraordinary Results</i> (2nd ed.). San Francisco: Jossey-Bass. <p>Online Resource</p> <ul style="list-style-type: none">• Harvard Business Review (2022). <i>The Essentials of Effective Consulting</i>. [online] Available at: https://hbr.org/insight-center/consulting. <p>Research papers, journals are recommended</p>



		<p>The above is not an exhaustive list. Further unit-wise readings are shared by faculty via VLE and are updated at regular intervals.</p> <p>The readings are constantly updated as well. As a general principle, we don't make books mandatory at Level 7 and above, rather we recommend books and expect wider research. To start with, faculty do share some reading resources, however it is expected that learners research beyond what is shared by the faculty and aim to implement the learning in their current industry.</p>
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