Institute	Institute of Business Management and Commerce
Department	-

Programme Title	Master in Business Administration (MBA)				
Course Code *To be filled in by Admissions Dept.*	BC7-O14-24		**If the programme includes a WBL element, How is it accredited?**	Not Applicable, does not include WBL	
MQF/ EQF Level	Level 7	**Type** *(refer to Appendix 1 for Parameters)*	Qualification	**Awarding Body**	MCAST – Malta College of Arts, Science and Technology
Accreditation Status	Accredited via MCAST's Self Accreditation Process (MCAST holds Self-Accrediting Status as per 1st schedule of Legal Notice 296/2012)				
Mode of Delivery	Blended Learning	**Duration** *(Academic Years or Semesters)*	Full-Time (were this mode is offered) 3 Semesters (typically 18 months) Part-Time – equivalent duration spread over a Part Time schedule of sessions, typically spread over 3 years' part time studies	**Mode of Attendance**	**Main offering, is on Part Time basis**
Total Number of Credits	90 credits	**Total Learning Hours** *(25 Total Learning Hours for each ECTS)*	2250 hours		
Target Audience	Ages 23 - 65	**Target Group** *(the type of learners that the educational institution anticipates joining this programme)*	Further and Higher Education learners		
Programme Fees	There are no fees applicable to Maltese and other EU Nationals (as will be evidenced by their Identity Document) Fees apply for other International Applicants… for fee information and any related updates it is best to communicate with MG2i International through applyinternational@mcast.edu.mt				

	One may consider checking about possible eligibility or otherwise for any exemption from fees by contacting the relevant section within MEYR (Floriana) – or visit the servizz.gov.mt website here
Date of Next Student Intake	For further information regarding upcoming student intake and applications time windows for same kindly click here
Language of Instruction	The official language of instruction at MCAST is English. All notes and textbooks are in English (except for language courses, which will be in the respective language being instructed). International candidates will be requested to meet English language certification requirements for access to the course.
Application Method	Applications to full-time courses are received online via the College Management Information System. Applicants can log-in using Maltese Electronic ID (eID) in order to access the MCAST Admissions Portal directly and create one's own student account with the identity being verified electronically via this secure service. Non-EID applicants need to request account creation though an online form after that they confirm that their local Identification Document does not come with an EID entitlement. . Once the identity is verified and the account is created on behalf of the applicant, one may proceed with the online application according to the same instructions applicable to all other applicants. For more information about how to apply online for a course at MCAST, please visit: https://mcast.edu.mt/how-to-apply-online-2/
Information for Non-EU Citizens	Non-EU candidates require a study visa in order to travel to Malta and join the course applied for (on a Full Time delivery mode). For further information re study-visa please access https://www.identitymalta.com/unit/central-visa-unit/. Further information International / TCN applicants should take note of before requesting to being considered for a programme of studies at MCAST, can be obtained through the respective FAQ found on https://mcast.edu.mt/important-information/
IMPORTANT note to Non-EU Nationals / TCNs	In instances where a TCN is applying for an MCAST programme of studies which includes Apprenticeship / Placement / Internship, it is the applicant's responsibility to check with the relevant Maltese Authority whether one would be eligible to have the necessary permits to be able to carry out the accredited Apprenticeship / Placement / Internship, success from which is expected in order to be able to successfully complete the selected programme of studies. Further information can also be obtained through the respective FAQ found on: https://mcast.edu.mt/important-information/
Address where the Programme will be Delivered	*MCAST has four campuses as follows:* **MCAST Main Campus** Triq Kordin, Paola, Malta *All courses except for courses delivered by the Institute for the Creative Arts, the Centre of Agriculture, Aquatics and Animal Sciences and the Gozo Campus are offered at the Main Campus address (above).* *Courses delivered by the Institute for the Creative Arts, the Centre of Agriculture, Aquatics and Animal Sciences, or the Gozo Campus, are offered in one of the following addresses as applicable:* **Institute for the Creative Arts** Mosta Campus

	Misraħ Għonoq Tarġa Gap, Mosta
	
	Institute of Applied Sciences
	Centre of Agriculture, Aquatics and Animal Sciences,
	Luqa Road, Qormi
	
	Gozo Campus
	J.F. De Chambray Street
	MCAST, Għajnsielem
	Gozo
	
	In the case of courses delivered via Online Learning, students will be following the programme from their preferred location/address.
	
	Programmes delivered via Blended Learning, and which therefore contain both an online and a face to face component shall be delivered as follows:
	
	    o Face to Face components – as per above address instructions
	    o Online components – from the student's preferred address.

Course Description *(Refer to Programme Specification)*	The MBA is a part-time degree that provides theoretical knowledge in business management. It provides the fundamentals that one needs in order to understand the business organisation and helps the individual identify ways of innovation possibilities and growth potentials within a strategic business unit (SBU). The final aim is to develop own managerial skills within an organisation, be it Public or Private. This degree emphasizes on project planning, organisational behaviours, strategic management, and analytic skills needed within an organisation amongst others. This programme comprises 10 modules and a final Masters Dissertation, and has three sequential exit points relating to 30, 60 and 90 ECTS accumulated totals entitling the student to a Post-Graduate Certificate, Post-Graduate Diploma and finally a Master in Business Administration. FEES: Fees apply – Further information through MG2i (MCAST Gateway to Industry)
Deskrizzjoni tal-Kors *(Refer to Programme Specification)*	Il-kors MBA huwa programm part-time li jipprovdi għarfien teoretiku fil-ġestjoni tan-negozju. Dan il-kors jipprovdi l-prinċipji fundamentali li wieħed jeħtieġ sabiex jifhem l-organizzazzjoni tan-negozju u jgħin lill-individwu jidentifika possibbiltajiet ta' innovazzjoni u potenzjali ta' tkabbir fi ħdan l-unità ta' negozju strateġika (SBU). L-għan aħħari hu li jiġu żviluppati l-ħiliet maniġerjali fi ħdan organizzazzjoni, kemm jekk tkun Pubblika jew Privata. Dan il-programm jiffoka fuq l-ippjanar tal-proġetti, l-imġieba organizzattiva, il-ġestjoni strateġika u l-ħiliet analitiċi meħtieġa fi ħdan organizzazzjoni. Dan il-programm jinkludi 10 moduli u proġett tar-riċerka li jsir fi tmiem il-kors tal-Masters, u għandu tliet punti ta' ħruġ relatati man-numru ta' ECTS miksuba - 30, 60 u 90 ECTS li jintitolaw lill-istudent għal Post Graduate Certificate, Postgraduate Diploma u finalment Master in Business Adminsitration. MIŻATI: Japplikaw ħlasijiet – Aktar informazzjoni permezz ta' MG2i (MCAST Gateway to Industry)
Career Opportunities:	-
Entry Requirements *(Refer to Prospectus / Course Page on MCAST website)*	Applicants must hold a recognised MQF/EQF Level 6 qualification, with at least 180 credits, in any area of study. Applicants found eligible as per above, will also be asked to successfully complete a Master's Programme Suitability Interview In the absence of above entry requirements, applicants aged 27 years and over, can submit an application under the Maturity Clause…. but must present a

	recognised MQF/EQF Level 5 qualification (minimum of 120 credits), or its equivalent, in any area of study, together with clear evidence of a minimum of three (3) years (full time) of direct and relevant professional experience. Applicants under Maturity Clause, will be asked to sit for a combined Maturity and Master's Suitability Interview
Other Notes related to this Programme, and which are to be taken note of	This Master's Programme MAY be available as Full-Time delivery, if this same programme will be taking off for an International Cohort. Fees apply as will be guided by MG2i (MCAST Gateway to Industry). Information about this Master's Programme being offered on a Part-Time delivery mode, can be found on the MG2i Website promoting such programmes - https://mg2imalta.com/ .
Programme Learning Outcomes *(Refer to Programme Specification)*	At the end of the programme the students are able to: 1. Develop a critical and strategic understanding of a given business context. 2. Apply business models and analytical tools to decision making. 3. Plan, organise and lead improvements to internal organisational processes. 4. Provide leadership to organisations in competitive and complex environments.
Teaching, Learning and Assessment Procedures	The programmes offered are vocational in nature and entail both theoretical lectures delivered in classes as well as practical elements that are delivered in laboratories, workshops, salons, simulators as the module requirements dictate. Each module or unit entails a number of in person and/or online contact learning hours that are delivered by the lecturer or tutor directly (See also section 'Total Learning Hours). Access to all resources is provided to all registered students. These include study resources in paper or electronic format through the Library and Resource Centre as well as tools, software, equipment and machinery that are provided by the respective institutes depending on the requirements of the course or module. Students may however be required to provide consumable material for use during practical sessions and projects unless these are explicitly provided by the College. All Units of study are assessed throughout the academic year through continuous assessment using a variety of assessment tools. Coursework tasks are exclusively based on the Learning Outcomes and Grading Criteria as prescribed in the course specification. The Learning Outcomes and Grading Criteria are communicated to the Student via the coursework documentation. The method of assessment shall reflect the Level, credit points (ECTS) and the schedule of time-tabled/non-timetabled hours of learning of each study unit. A variety of assessment instruments, not solely Time Constrained Assignments/Exams, are used to gather and interpret evidence of Student competence toward pre-established grading criteria that are aligned to the learning outcomes of each unit of the programme of study. Grading criteria are assessed through a number of tasks, each task being assigned a number of marks. The number of grading criteria is included in the respective Programme Specification. The distribution of marks and assessment mode depends on the nature and objectives of the unit in question. Coursework shall normally be completed during the semester in which the Unit is delivered.

	Time-constrained assignments may be held between 8 am and 8 pm during the delivery period of a Unit, or at the end of the semester in which the Unit is completed. The dates are notified and published on the Institute notice boards or through other means of communication. Certain circumstances (such as but not limited to the COVID-19 pandemic) may lead Institutes and Centres to hold teaching and assessment remotely (online) as per MCAST QA Policy and Standard for Online Teaching, Learning and Assessment (Doc 020) available via link https://www.mcast.edu.mt/college-documents/ The Programme Regulations pertaining to this Programme's MQF/EQF level available at: link https://www.mcast.edu.mt/college-documents/, apply.
Grading System	All MCAST programmes adopt a Learner-centred approach through the focus on Learning Outcomes. The assessment of MCAST programmes is criterion-referenced and thus assessors are required to assess learners' evidence against a pre-determined set of Learning Outcomes and Assessment Criteria. For a student to be deemed to have successfully passed a unit, a minimum of 50% (grade D) must be achieved. All full time units are individually graded as follows: A* (90-100) A (80-89) B (70-79) C (60-69) D (50-59) Unsatisfactory work is graded as 'U'. Work-based learning units (where applicable) are graded on a Pass/Fail basis only. Some units which follow industry standards and regulations may also be graded on a Pass/Fail basis as per programme regulations referred below. Detailed information regarding the grading system may be found in the Programme Regulations pertaining to this programme's MQF/EQF Level available at: https://www.mcast.edu.mt/college-documents/ (Refer to DOC 003, 004 and 005)
Exit Point (where and as applicable)	Where a student will not make it to the Final Certification achievable from this Programme of Studies (as per Programme Regulations), one might wish to look into Exit Point possibilities as may be applicable to this programme for studies. Further information, is available at https://www.mcast.edu.mt/college-documents/, kindly refer to *DOC 077 Procedure for the processing of Claims for Certificates at Interim Exit Points.*
Contact details for Further Learning Opportunities	The MCAST Career Guidance Team, offers the service of qualified and experienced Career Advisers who will be very willing to discuss with potential applicants the course which best achieves one's career ambitions, as well as exploring one's education route, or similar. **MCAST Career Guidance** Tel: 2398 7135/6

DOC 438 REV A MCAST PROGRAMMES PUBLIC INFO TEMPLATE (FULL TIME)

	Email: career.guidance@mcast.edu.mt	
Regulatory Body/ Competent Authority Contact Details *(where applicable - in the case of a programme leading to Regulated Profession)*	Not Applicable	

Programme Structure	Unit Code	Unit Title	ECTS	Year	Semester
	Post Graduate Certificate in Business Administration				
	BCRSH-706-1507	Applied Research and Development	6	1	1
	BCMGT-706-2000	Dynamic Strategic Management	6	1	1
	BCBST-706-1516	Business Analytics	6	1	1
	BCACC-706-1517	Accounting for Managers	6	1	1
	BCPRM-706-1510	Project Management	6	1	1
	Post Graduate Diploma in Business Administration				
	BCMGT-706-2001	Contemporary Entrepreneurship Management	6	1	2
	BCECN-706-1502	Development Economics	6	1	2
	BCFIN-706-1518	Financial Analysis	6	1	2
	BCORG-706-2000	Organisational Behaviour	6	1	2
	BCMRK-706-2000	BCMRK-706-2000	6	1	2
	Master in Business Administration				
	BCDIS-730-2000	Research Project/Dissertation	30	1	3

Allocation of Total Learning Hours (per Unit)	The total learning hours required for each unit or module are determined as follows:			
	Credits (ECTS)	Indicative contact hours[1]	Self-Learning and Assessment Hours[3]	Total Student workload (hrs)[2]
	1	5 – 10 hrs	20 - 15 hrs*	25 hrs
	2	10 – 20 hrs	40 - 30 hrs*	50 hrs
	3	15 – 30 hrs	60 - 45 hrs*	75 hrs
	4	20 – 40 hrs	80 - 60 hrs*	100 hrs
	6	30 – 60 hrs	120 - 90 hrs*	150 Hrs
	9	45 – 90 hrs	180 - 135 hrs*	225 hrs
	12	60 – 120 hrs	240 - 180 hrs*	300 hrs
	Note: The 'Self-Learning and Assessment Hours'[3] amount to the difference between the 'Indicative Contact Hours'[1] and the 'Total Student Workload'[2]			

MCAST

APPENDIX 1

MINIMUM CREDITS FOR QUALIFICATIONS AT DIFFERENT LEVELS

MQF Level	Minimum ECTS Required for a Qualification*
8	
7	30
6	180
5	30
4	30
3	60
2	60
1	40

*Programmes assigned fewer ECTS than indicated will be classified as Awards.

Reference: Fig.1: p48, Malta Further and Higher Education Authority (MFHEA) (October 2024). Referencing Report, 5th Revised Edition.

APPENDIX 2

EXAMPLES OF QUALIFICATION TYPES AT A SPECIFIC MQF LEVEL

MQF Level	Examples of qualification types at a specific MQF level (The list in this column is not exhaustive)	Number of ECTS *
8	Doctoral Programmes:	
	PhD	N/A
	Professional Doctorate	180
7	Master's Degree	90
	Postgraduate Diploma	60
	Postgraduate Certificate	30
6	Bachelor's Degree	180
	Bachelor's Honours	240
5	Undergraduate Higher Diploma	90
	Undergraduate Diploma	60
	Undergraduate Certificate	30
	VET Level 5	60
4	Advanced Diploma	120
	Pre-Tertiary Certificate	30 - 60
	MATSEC Matriculation Certificate (Advanced and Intermediate)	N/A
	VET Level 4	120
3	Certificate	60
	MATSEC Secondary Education Certificate	N/A
	VET Level 3	60
2	Foundation Certificate	60
	MATSEC Secondary Education Certificate	N/A
	VET Level 2	60
1	Introductory Certificate	40
	VET Level 1	40

* Programmes assigned fewer ECTS than indicated will be classified as Awards.

Reference: Fig.2: p48, Malta Further and Higher Education Authority (MFHEA) (October 2024). Referencing Report, 5th Revised Edition.

BCRSH-706-1507: Applied Research and Development

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

This unit provides the student with the opportunity to understand and master excellently the main concepts in applied research and development methods. The students will be exposed to methods for planning, implementing and analysing various research processes such as case, action, and grounded theory methods based on constructive approach. These processes will direct the student to collect and analyse data in quantitative and/or qualitative research. This course is linked to the student's thesis or a research project.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Identify and define essential issues for the research development plan.*
2. *Plan and conduct research, development and innovation projects.*
3. *Use appropriate research and development methods and apply them in an innovative and creative way.*
4. *Evaluate results and impact of Research, Development and Innovation projects.*

BCMGT-706-2000: Dynamic Strategic Management

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

Strategic management is the backbone of every organisation. It provides guidance to the firm. As business environments become increasingly turbulent, effective strategic management becomes crucial to the survival of the organisation.

The aim of this module is to develop learners' abilities to think strategically. The unit will support the learner in understanding the business environment of an organisation. Different tools will be learnt, which will help the learner to analyse the impact of the business environment on an organisation.

The unit will enable learners to gain an understanding of the different types of strategies that are available for management in order to pursue, so that corporate objectives will be reached. The learner will be able to make the most appropriate strategic choice that will align an organisation to its business environment.

The learner will learn procedures that enable the smooth implementation of a chosen strategy within an organisation. Reference will be made to the corporate social responsibility of an organisation and the importance of business ethics to ensure an effective strategic performance of a business.

The learner will be provided with opportunities to analyse organisations and their business environment. They will be provided with hands on experience in producing and analysing a strategic plan.

Learning Outcomes
On completion of this unit, the learner will be able to:

1. *Understand the basic principles of strategic management within the business environment.*
2. *Conduct business environmental analysis to formulate effective strategic plans for profit-making organisations.*
3. *Analyse the different types of strategies and their implementation within profit-making organisations.*
4. *Understand the role of corporate social responsibility and business ethics in the strategy execution of profit-making organisations.*

BCBST-706-1516: Business Analytics

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

This unit will provide the student with an essential understanding of Business Analytics (BA), including its basic concepts and implementation of statistics and big data. The main intention of this unit is to capacitate the student for further, independent, advancement in the chosen field of interest. The unit of Business Analytics combines operations research and statistics, using applied mathematics and computer applications in the business environment. The explosion of computing power and data acquisition techniques has created a huge amount of data ("big data") in organisations and this has led to an increased demand for professionals with skills in data management, statistics, and business analytics. This unit covers modelling and how computer models can support managerial decision making.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Understand and describe the basic concept of Business Analytics and evaluate today's business environment.*
2. *Recognize and analyse ethical issues in business related to intellectual property, data security, integrity, and privacy.*
3. *Implement descriptive and inferential statistic techniques, investigate the use of decision tress and clustering techniques.*
4. *Present and communicate findings using appropriate data visualisation techniques.*
5. *Employ cutting edge tools and technologies to analyse Big Data.*

BCACC-706-1517: Accounting for Managers

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

Financial Accounting refers to information describing the financial resources, obligations, and activities of an economic entity. Financial Accounting information is designed primarily to assist investors and creditors in deciding where to place their scarce investment resources. Furthermore, a business organisation's manager and employees utilise financial accounting information in order to run and control business operations. This unit focuses upon financial accounting information relating to profit-oriented small business organisations. It introduces the basic concepts and principles of accounting for preparing the final accounts of a small business organisation, namely the Income Statement (Statement of Profit or Loss), Balance Sheet (Statement of Financial Position) and Statement of Cash Flows. Furthermore, following the completion of this unit learners will also be able to interpret the final accounts of a small business organisation.

This unit also considers aspects of management accounting which is concerned with the gathering and analyses of data to provide management with the necessary information to enable them to carry out the three main functions of management (planning, decision-making and control) properly. Thus, through this unit learners will be able to use budgeting techniques for planning purposes within a small business organisation. Subsequently, learners will also be able to use accounting information for short-term and long-term decision making and exercise control to analyse the reasons for a small business' deviations from budgets.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Communicate accounting information to decision makers, both within and outside the organisation.*
2. *Interpret the final accounts of a small business organisation.*
3. *Understand the use of budgeting techniques for planning purposes within a small business entity.*
4. *Use accounting information for decision-making and control activities within a small business entity.*

BCPRM-706-1510: Project Management

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

This unit provides the student with the opportunity to understand and master the main concepts relating to Project Management. Projects encompass a vast array of outcomes, and are a critical vehicle to achieve change effectively and spur innovation. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. The Project Management Unit will provide a comprehensive understanding of the principles, tools and techniques that are necessary to undertake a project. The unit promotes a structured approach to the management of the project life cycle. Using the standard framework of a project life cycle, the unit covers various aspects pertaining to (i) project initiation, (ii) project planning and scheduling, (iii) project monitoring and control, and (iv) project termination. The unit delves into the management of human resources, stakeholders, suppliers, risk, scope, budget, schedule, quality and communications. The unit also emphasis on an integrated approach through the project life cycle. As part of project risk management, the unit identifies issues that contribute towards project success and failure, assesses ways of minimizing failures and maximizing success, and appraises strategies used to set projects back on track.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Identify key characteristics of a project, the structures and governance required to manage projects and the strategic role projects play within organisational change.*
2. *Assess the key project knowledge areas throughout a project life cycle process.*
3. *Apply standard tools and techniques to facilitate the decision-making process during a project.*
4. *Analyse key project risks and investigate strategies to minimise failure and recover from failure.*

BCMGT-706-2001: Contemporary Entrepreneurship Management

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

Entrepreneurship is often regarded as a critical instrument for economic development, especially in an increasingly globalised modern world that has brought about borderless, open and integrated markets. In this context, Entrepreneurship is defined as "an individual's creative capacity, independently or within an organisation, to identify an opportunity and to pursue it in order to produce new value or economic success [...] It is the mind-set and process to create and develop economic activity by blending risk-taking, creativity and/or innovation with sound management, within a new or an existing organisation."

This unit assumes this broad definition of entrepreneurship that extends beyond the business owner. It recognizes that entrepreneurs can exist in self-employment, in employment, in voluntary organizations or everyday life. Entrepreneurship is therefore viewed as a necessary skillset and as "an individual's ability to turn ideas into action. It includes creativity, innovation, risk taking, ability to plan and manage projects in order to achieve objectives." 2 With this in mind, Contemporary Entrepreneurship has been designed for business and non-business learners alike and encompasses amongst others, activities that recognize, assess and exploit opportunities in the contemporary world to introduce innovative products or services.

The aim of this unit is to aid learners to develop this entrepreneurial mind-set and equipping them with the necessary tools to embrace change brought by disruptive technologies, recognise and tap into opportunities, and come up with sustainable ideas to eventually develop them further into realisable projects. The unit acts as a platform which takes learners through the processes of idea generation, idea evaluation, product development, customer development, planning operations, identifying distribution channels, planning marketing activities and handling start-up costs and liabilities. The unit also seeks to develop learners' soft skills by encouraging group work as well as conflict management – skills that will be necessary in life and at any workplace.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Understand the notion of contemporary entrepreneurship and the entrepreneur's role as a driver to change;*
2. *Create a value proposition after engaging in idea generation and evaluation;*
3. *Identify a customer base and distribution channels, and plan project deliverables by engaging in key activities;*
4. *Understand cost structures and revenue streams necessary to break-even and generate profit.*

BCECN-706-1502: Development Economics

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

The goal of this unit is to provide students with relevant theoretical and empirical knowledge to be able to describe, evaluate and advise on the contribution of micro, small and medium enterprises (MSMEs) to economic development at a local, regional and international level. We will begin with an overview of comparative development in the world and then move on to discuss four of the major areas that propel contemporary research in this field, namely:

1. **'Concepts'** of economic development: traditional and Contemporary models of economic development including 'Coordination failures' and 'Cluster' theories and their direct link to MSMEs' networking capacity;
2. **'Cooperation'** for economic development: the role of globalisation and supranational organisations in the process of development and the increasing recognition of MSMEs' potential in global policy initiatives;
3. **'Constraints'** on economic development: economic imbalances and inefficiencies, rapidly growing or declining population, lack of financial and/or human capital, over-exploitation of environmental capital, poor governance, missing markets, barriers to trade and the increasing role of MSMEs as drivers of innovative, inclusive and sustainable development;
4. **'Coordination'** of economic development: the advent of strategic economic development planning, public-private partnership initiatives, support to local entrepreneurs and the evolution of 'crowd-funding' and 'niche-development firms'.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Analyse theories and concepts relevant to contemporary issues in economic development.*
2. *Critically evaluate the different approaches of the international community towards economic development.*
3. *Explain the major development challenges, choices and opportunities currently faced by economies today.*
4. *Compare and Contrast empirical work for the purpose of designing economic development projects with an action oriented approach.*

BCFIN-706-1518: Financial Analysis

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

The objective of the Financial Analysis study-unit is to help financial managers/managers, in particular of SMEs, to build fundamental financial skills that are essential in understanding and managing any company from a financial perspective. In this study-unit, we will cover sources of finance, cash management, investment appraisal techniques, analysing risk in investment appraisal and other non-financial factors, cost of capital, capital structure, dividend decisions and valuation techniques. The study-unit is very practitioner oriented and will enable students to practice the various techniques through real-life examples, as well as discuss how all this knowledge gets applied in the context of a real life firm. Students will get to practice these activities by using excel and plenty of examples of everyday news as extracted from the financial press and financial markets.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Evaluate the amount of cash and manage cash to ensure that there is enough money to enable the continuation of the cash conversion cycle.*
2. *Appraise investments from both a financial and non-financial perspective, including methods to capture risk in investment appraisal.*
3. *Calculate the cost of capital of a firm and its WACC and understand how the capital structure of a firm influences the cost of capital and the value of a firm.*
4. *Use different methods to value a firm, in particular an SME and also understand the importance of the dividend decision.*

BCORG-706-2000: Organisational Behaviour

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

Organisational behaviour involves the study and understanding of individual and group behaviour within organisations and how these influence organisational processes, structure, technology and performance. Managers should be able to explain, evaluate, predict, and modify human behaviour in such a way as to exploit each individuals' strengths to achieve organisational objectives. This will largely depend upon the knowledge, skill and experience managers have in handling individuals and groups of people in diverse situations.

This unit is designed to provide learners with an all-round understanding of Organisational Behaviour theories and concepts. The content of this unit focuses on how the attributes and behaviour of individuals and groups influence the culture, design, learning and structure of an organisation. It explores different methods, techniques and leadership styles to manage effectively diverse individuals and groups in a variety of situations.

This unit provides the learner with the tools to understand, evaluate and modify individual, group and organizational behaviour. Given the immediate relevance of topics covered in this unit, it is also a useful life-long learning course for improving personal, managerial and organisational effectiveness.

Learning Outcomes
On completion of this unit, the learner will be able to:

1. *Understand key aspects and theories of organisational behaviour within a professional environment.*
2. *Analyse group and individual behaviour in a business organisation.*
3. *Examine the impact of different organisational structures on employees in a business environment.*
4. *Evaluate the effect of theories of motivation and strategies on employees in professional business environment.*
5. *Evaluate the appropriateness of various leadership styles and conflict management strategies used in professional organisations.*
6. *Evaluate the effect of organisational culture on change management in organisations within a professional environment.*

BCMRK-706-2000: Strategic International Marketing

Unit Level (MQF/EQF): 7
Credits: 6
Delivery Mode: Face to Face Learning
Total Learning Hours: 150

Unit Description

Globalisation is a process that cannot be stopped. As national economies become increasingly interdependent, more organisations seek to establish a global presence. International marketing is a critical area through which businesses can succeed in selling and distributing products and services in such a global competitive landscape. Furthermore, international marketing is not an area that is exclusively limited to multinationals. Small and medium-sized companies also find value in selling and distributing their products and services worldwide, often facilitated by technologies such as the Internet.

The aim of this unit is to help learners with diverse backgrounds to share experiences and develop an understanding of marketing in an international context. The primary marketing decisions that have to be taken include whether to internationalise, deciding which markets to enter and deciding how to enter the foreign market. Finally, a good understanding of strategic international marketing will prepare future businesspeople to be able to design a global marketing programme and implement and control international marketing plans and campaigns.

Learning Outcomes

On completion of this unit, the learner will be able to:

1. *Understand the concept and rationale of international marketing.*
2. *Conduct marketing research to make informed international marketing decisions.*
3. *Apply suitable strategies available to enter foreign markets.*
4. *Understand how to design, implement and coordinate international marketing programmes.*