

MBA and MBA-based degrees - Intended Learning Outcomes

Module 1	Digital and Sustainable Business Strategies
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p> <p>Applying Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural and technological environments that affect business strategies.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive and multidisciplinary knowledge and critical understanding of digital and sustainable business strategies and operations at international level;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological, digital and sustainable innovations that influence business strategies;</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate and improve international business strategies in response to fast changing socio-economic, cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative research methods with limited information in unknown market environments;</p> <p>S3. Is able to identify and implement effective strategic solutions that respond to the needs of internal and external stakeholders at national and international levels;</p> <p>S4. Has advanced skills in the development and use of face to face and multimedia presentations and moderation of debates;</p> <p>S5. Demonstrates critical understanding and skills in the use of long term strategy development tools that allow for a continuous and self-directed learning process;</p> <p>S6. Is able to use digital mind mapping and brainstorm tools for the analysis, design and development of business strategies and operations.</p>
Module 2	Leadership for a Sustainable World
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C1. Demonstrates leadership skills and is able to lead teams in international and intercultural working environments;</p>

<p>Knowledge and Understanding</p> <p>Applying Knowledge and Understanding</p>	<p>C2. Is able to coordinate and manage projects in a complex and global networked based context; C5. Demonstrates the capacity to reflect, judge and apply social, ethical and intercultural responsibilities in business.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following: K1. Has comprehensive and multidisciplinary knowledge and critical understanding of sustainable leadership at international level.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: S1. Is able to apply internationally recognised working techniques in teamwork and project management for the generation of new ventures and innovation processes; S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative analysis of leadership and teamwork S5. Demonstrates critical understanding and skills in the use of long term strategy development tools that allow for a continuous and self-directed learning process.</p>
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<p>Module 3</p>	<p>Applied Research Methods and Data Science</p>
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p> <p>Applying Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to: C3. respond and adjust research methods and data science solutions to fast changing socio-economic, multi-cultural and technological environments; C4. communicate and exchange ideas about applied data science technologies and methods effectively with the general public and peers.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following: K1. Has theoretical and practical knowledge and critical understanding of qualitative and quantitative applied research methods and data science and methods; K5. Demonstrates capability in using applied data science knowledge to critically evaluate and improve international business strategies and operations in response to fast changing socio-economic, multi-cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: S1. is able to apply internationally recognised applied qualitative and quantitative research methods and data science methods, theories, data, and tools on practical problems; S3. shows the ability to identify and implement effective strategic and operational data science solutions that respond to the needs of internal and external stakeholders at national and international level. S6. Analyse case studies with data analysis and visualisation software.</p>

Module 4	Digital Marketing
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C3. respond and adjust digital marketing solutions to fast changing socio-economic, multi-cultural and technological environments;</p> <p>C4. communicate and exchange ideas about digital marketing effectively with the general public and peers.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding of digital marketing at international level;</p> <p>K5. Demonstrates capability in using digital marketing knowledge to critically evaluate and improve international business strategies and operations in response to fast changing socio-economic, multi-cultural and technological environments.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. is able to apply internationally recognised digital marketing theories, data, and tools on practical problems;</p> <p>S3. shows the ability to identify and implement effective strategic and operational digital marketing solutions that respond to the needs of internal and external stakeholders at national and international levels;</p> <p>S4. Has advanced skills in the development and use of face to face and multimedia presentations, moderation of debates and facilitation of workshops about digital marketing;</p> <p>S6. Use digital tools for analysis of social media.</p>
Module 5	Finance for Decision-Makers
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C3. Respond and adjust to fast changing socio-economic, multi-cultural and technological environments based on financial data and calculations;</p> <p>C4. Communicate and exchange ideas about financial management effectively with the general public and peers.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive, specialised or multidisciplinary theoretical</p>

Applying Knowledge and Understanding	<p>and practical knowledge and critical understanding of financial management for decision-makers at international level;</p> <p>K2. Identifies specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological innovations in financial management for decision-makers;</p> <p>K5. Demonstrates capability in using financial management knowledge to critically evaluate and improve international business strategies and operations in response to fast changing socio-economic, multi-cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. is able to apply internationally recognised financial management theories, data, and tools on practical problems;</p> <p>S3. shows the ability to identify and implement effective strategic and operational financial management solutions that respond to the needs of internal and external stakeholders at national and international levels;</p> <p>S5. Demonstrate critical understanding of learning processes in financial management and have skills that allow for a continuous and self-directed learning process.</p>
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Module 6	Organisational Psychology and Human Resources Management
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p> <p>Applying Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C1. Demonstrates leadership skills and is able to lead teams in international and intercultural working environments;</p> <p>C5. Demonstrates the capacity to reflect, judge and apply social, ethical and intercultural responsibilities in human resource management.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive and multidisciplinary knowledge and critical understanding digital and sustainable business strategies and operations at international level;</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate and improve international business strategies and operations in response to fast changing cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments;</p> <p>S3. Is able to identify and implement effective human resource solutions that respond to the needs of internal stakeholders at national and international level;</p> <p>S5. Demonstrates critical understanding of organisational behaviour of employees in an international context that allows for a continuous and self-directed learning process.</p>

Module 7	Entrepreneurship and Disruptive Innovation
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C2. Is able to coordinate and manage innovative projects and start-ups in a complex and global networked based context;</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural and technological environments by creating entrepreneurial solutions for relevant problems to be solved in our society;</p> <p>C4. Is able to communicate and exchange ideas effectively with the general public and peers, especially with team members, customers and investors in the form of an elevator pitch;</p> <p>C5. Demonstrates the capacity to reflect, judge and apply social, ethical and intercultural responsibilities in business.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding of innovation management for entrepreneurs and founders at international level;</p> <p>K2. Identifies specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant innovation theory and lean start-up concepts;</p> <p>K3. Has comprehensive knowledge and methodological competencies that builds on knowledge associated with bachelor level and enables to identify, develop, and critically assess new original and innovative business ideas.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. Is able to apply internationally recognised working techniques for the generation of new ventures and innovation processes;</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of innovative business challenges, especially customer needs using qualitative and quantitative research methods and data analytics with limited information in unknown market environments;</p> <p>S3. Is able to identify and implement effective strategic and operational solutions that respond to the needs of internal and external stakeholders at like investors, customers and partners at national and international levels;</p> <p>S4. Has advanced skills in the development and use of face to face and multimedia presentations, full pitch decks and elevator pitches;</p> <p>S5. Demonstrates critical understanding of innovation and lean start-up processes and has skills that allow for a continuous and self-directed learning process;</p> <p>S6. Is able to use digital tools for the analysis, design and development of a business plan.</p>

Module 8	Operations and Business Intelligence
Learning Outcomes	Competences:

Autonomy and Responsibility	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C2. Is able to coordinate and manage projects in production and service optimization in a complex and global networked based context;</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural and technological environments;</p> <p>C4. Is able to communicate and describe effectively how to solve problems related to operational processes to peer.</p> <p>Knowledge:</p>
Knowledge and Understanding	<p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive and multidisciplinary knowledge and critical understanding of the relationship between the areas of operations management, production and logistics and recognize what economic possibilities these three areas offer through the perspective of the Value Chain and Competitive Advantages at international level;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant production analysis approaches and can apply statistical methods including ABC Analysis and XYZ Analysis to optimise business processes;</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate, optimise, innovate and improve international business processes in response to fast changing socio-economic, cultural and technological environments.</p> <p>Skills:</p>
Applying Knowledge and Understanding	<p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. Is able to apply internationally recognized working techniques for the analysis of production and logistic processes and the relationship between needs assessment, purchase, make decisions, and supplier and order management;</p> <p>S2. Demonstrates skills to apply working methods for the information analysis of production and logistic processes;</p> <p>S4. Has advanced skills in the development and use of goal oriented group interviews and documentation to take informed decisions;</p> <p>S5. Demonstrates critical understanding of learning processes and has skills that allow for a continuous and self-directed learning process related to the analysis and optimization of operational business processes;</p> <p>S6. Is able to use digital tools for the information and data analysis of production and logistic processes.</p>

Module 9	Global Network Strategies and Ecosystems
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C3. respond and adjust global network strategies and ecosystems to fast changing socio-economic, multi-cultural and technological environments based on predictive data analytics.</p>
Knowledge and Understanding	<p>Knowledge:</p>

Applying Knowledge and Understanding	<p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K2. Identifies specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological innovations about global network strategies and ecosystems;</p> <p>K5. Demonstrates capability in using knowledge about global network strategies and ecosystems to critically evaluate and improve international business strategies and operations in response to fast changing socio-economic, multi-cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. is able to apply theories, data, and tools about global network strategies and ecosystems on practical problems;</p> <p>S4. Has advanced skills in the development and use of face to face and multimedia presentations, moderation of debates and facilitation of workshops about global network strategies and ecosystems.</p>
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Module 10	Leadership in a Networked World
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p> <p>Applying Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C1. Demonstrates leadership skills and is able to lead teams in international and intercultural working environments;</p> <p>C5. Demonstrates the capacity to reflect, judge and apply social, ethical and intercultural responsibilities in human resource management.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive and multidisciplinary knowledge and critical understanding of digital and sustainable business strategies and operations at international level;</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate and improve international business strategies and operations in response to fast changing cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments;</p> <p>S3. Is able to identify and implement effective human resource solutions that respond to the needs of internal stakeholders at national and international level;</p> <p>S5. Demonstrates critical understanding of organisational behaviour of employees in an international context that allows for a continuous and self-directed learning process;</p> <p>S6. Is able to identify relevant digital applications to strengthen the particular field of human resource management.</p>

Module 11	Business Informatics for the Digital Economy
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C1. Demonstrates leadership skills and is able to lead teams in international and intercultural working environments;</p> <p>C2. Responds and adjusts to fast changing socio-economic, multi-cultural and (digital) business environments with innovative technical solutions;</p> <p>C3. Communicates and exchanges ideas about management and information systems effectively with the general public and peers.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding in business informatics for decision-makers at international level;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological innovations in digital world and their impact on organisations at decision making level;</p> <p>K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of enterprise information systems in relation to the changing business demands in the digital world.</p> <p>K5. Demonstrates capability in using business informatics knowledge and concepts to identify, develop, and critically assess international business strategies and operations in response to fast changing socio-economic, multi-cultural and digital environments.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. Is able to apply key internationally recognized theoretical concepts and tools to analyse practical business problems in terms of information systems solutions;</p> <p>S2. Shows the ability to identify and design effective strategic and operational information systems solutions that respond to the needs of internal and external stakeholders at national and international levels;</p> <p>S3. Demonstrates the ability to translate relevant business challenges into blue prints and business cases of technical solutions that facilitate organisational growth in the digital economy;</p> <p>S5. Have critical understanding of reliable sources of technical information that enable continuous personal growth in the area of digital innovation;</p> <p>S6. will be able to identify and use productivity enhancing IT tools to become and stay a more effective and efficient leader.</p>
Module 12	Artificial Intelligence for Business
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p>

<p>Knowledge and Understanding</p>	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural and technological environments;</p> <p>C5. Demonstrates the capacity to reflect, judge and apply ethical and responsibilities in business.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive and multidisciplinary knowledge and critical understanding of Artificial Intelligence applications for business strategies and operations throughout the value chain at international level;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological and digital Artificial Intelligence applications;</p> <p>K5. Demonstrates capability in using knowledge to identify, develop, and critically assess international business operations in an ethical way in response to fast changing technological environments.</p>
<p>Applying Knowledge and Understanding</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. Is able to apply internationally recognized working techniques including value chain analysis and total cost of ownership (TCO) for innovation processes;</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative methods with limited information in unknown market environments to identify and select relevant and effective technology options;</p> <p>S5. Demonstrates critical understanding of future innovative developments in technology learning processes and has skills that allow for a continuous and self-directed learning process in terms of identifying relevant future technologies;</p> <p>S6. Is able to identify relevant Artificial Intelligence applications tools to strengthening of business operations and strategies in the different activities of the value chain.</p>

<p>Module 13.1</p>	<p>Professional Services and SME Management</p>
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C2. Is able to coordinate and manage projects in the PSM industry and SMEs in a complex and global networked based context;</p> <p>C3. respond and adjust PSM and SME solutions to fast changing socio-economic, multi-cultural and technological environments;</p> <p>C4. communicate and exchange ideas about PSM and SMEs effectively with the general public and peers.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p>

<p>Applying Knowledge and Understanding</p>	<p>K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding of professional services and SME management;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological and regulatory innovations in PS and SMEs;</p> <p>K3. Has comprehensive knowledge and methodological competencies that builds on knowledge associated with bachelor level and enables to identify, develop, and critically assess new original and innovative business ideas within PS and SMEs</p> <p>K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of PS and SMEs;</p> <p>K5. Demonstrates capability in using knowledge about PSM and SMEs to critically evaluate and improve business strategies and operations in response to fast changing socio-economic, multi-cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. shows the ability to apply internationally recognized PS and SME theories, data, and tools on practical problems</p> <p>S2. demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments of PS and SMEs;</p> <p>S3. shows the ability to identify and implement effective strategic and operational solutions that respond to the needs of internal and external stakeholders in PS and SMEs.</p>
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<p>Module 13.2</p>	<p>Financial Services Management</p>
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C2. Is able to coordinate and manage projects in the financial service industry in a complex and global networked based context;</p> <p>C3. respond and adjust digital marketing solutions to fast changing socio-economic, multi-cultural and technological environments;</p> <p>C4. communicate and exchange ideas about financial services effectively with the general public and peers.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding in the financial service industry at international level;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological and regulatory innovations in the financial service industry;</p> <p>K3. Has comprehensive knowledge and methodological competencies that builds on knowledge associated with bachelor level and enables to identify, develop, and critically assess new original and innovative business ideas in the financial services industry</p>

<p>Applying Knowledge and Understanding</p>	<p>K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of the financial service industry; K5. Demonstrates capability in using knowledge about the financial service industry to identify, develop, and critically assess international business strategies and operations in response to fast changing socio-economic, multi-cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: S2. Demonstrates skills to conduct diagnosis and understand behavioral aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments of the financial service industry; S3. shows the ability to identify and implement effective strategic and operational digital marketing solutions that respond to the needs of internal and external stakeholders at national and international level; S4. Has advanced skills in the development and use of face to face and multimedia presentations, moderation of debates and facilitation of workshops about digital marketing.</p>
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<p>Module 13.3</p>	<p>Manufacturing Management</p>
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p> <p>Applying Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to: C2. Is able to coordinate and manage projects in a complex and global networked based context; C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural and technological environments in the manufacturing sector; C5. Demonstrates the capacity to reflect, judge and apply social, ethical and intercultural responsibilities in business.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following: K1. Has comprehensive and multidisciplinary knowledge and critical understanding of digital and sustainable business strategies and operations in the manufacturing sector at international level; K2. Has comprehensive knowledge and methodological competencies that builds on knowledge associated with bachelor level and enables to identify, develop, and critically assess the latest and relevant technological, digital and sustainable innovations; K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of a specific industry; K5. Demonstrates capability in using knowledge to identify, develop, and critically assess international business strategies and operations in response to fast changing socio-economic, cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p>

	<p>S1. Is able to apply internationally recognized working techniques for the generation of new ventures and innovation processes;</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments;</p> <p>S3. Is able to identify and implement effective strategic and operational solutions that respond to the needs of internal and external stakeholders at national and international level;</p> <p>S5. Demonstrates critical understanding of learning processes and has skills that allow for a continuous and self-directed learning processes in the manufacturing sector;</p> <p>S6. Understands the need and impact of digital tools in manufacturing operations throughout the value chain.</p>
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Module 13.4	Telecommunication Management
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C2. Is able to coordinate and manage telecommunication companies and start-ups in a complex and global networked based context;</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing technical developments by understanding the opportunities and limits of the telecommunication market;</p> <p>C4. Is able to communicate and exchange ideas effectively with the general public and peers, especially with team members, customers and investors.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding in telecommunication management at international level;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological and regulatory innovations in the telecommunications industry.</p> <p>K3. Is able to identify, develop and critically assess innovative business ideas within the telecommunications industry.</p> <p>K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of the telecommunications industry.</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate and improve international business strategies and operations in response to fast changing socio-economic, cultural and technological environments.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. Is able to apply internationally recognized working techniques for the management of telecommunication companies;</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments of the telecommunications industry</p>

	<p>S3. Is able to identify and implement effective strategic and operational concepts that respond to the needs of internal and external stakeholders including national and international investors, customers and partners in the telecommunication industry;</p> <p>S6. Prepare a convincing presentation with a presenting software like powerpoint.</p>
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Module 13.5	Logistics and Transportation Management
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C2. Is able to coordinate and manage logistic and mobility projects in a complex and global networked based context;</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural, and technological environments;</p> <p>C4. Is able to communicate and exchange ideas effectively with the general public and peers.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological and digital innovations related with the intelligent transport systems including artificial intelligence, and block chains;</p> <p>K4. Is able to show multidisciplinary theoretical and practical expertise regarding the different transport modes and the transport decisions;</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate, optimise and innovative international logistic and mobility management in response to fast changing socio-economic, cultural and technological environment.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S2. Demonstrates skills to understand the logistics in the Supply Chain Environment using qualitative and quantitative research methods and data analytics with available information;</p> <p>S3. Is able to identify and implement effective strategic and operational solutions in the planning of logistics networks that respond to the needs of markets;</p> <p>S5. Demonstrates critical understanding of learning processes and has skills that allow for a continuous and self-directed learning process;</p> <p>S6. Demonstrates skills to conduct diagnosis and understand the digitalisation of logistics and transport systems using applications such as AI and blockchain.</p>

Module 13.6	Agribusiness Management
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p>

<p>Knowledge and Understanding</p>	<p>C2. Is able to coordinate and manage agribusiness projects in a complex and global networked based context; C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural and technological environments; C4. Is able to communicate and exchange ideas effectively with peers; C5. Demonstrates the capacity to reflect, judge and apply environmental responsibilities in agribusiness.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following: K1. Has comprehensive and multidisciplinary knowledge and critical understanding of digital and sustainable business strategies and operations in the international agribusiness sector; K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological, digital and sustainable innovations in agribusiness; K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of the agribusiness sector; K5. Demonstrates capability in using knowledge to critically evaluate and improve international agribusiness strategies and operations in response to fast changing socio-economic, cultural and technological environments.</p>
<p>Applying Knowledge and Understanding</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: S3. Is able to identify and implement effective strategic and operational solutions that respond to the needs of internal and external stakeholders in the agribusiness sector at national and international level; S6. Is able to use digital tools including agritech, precision agriculture and track & tracing development of agribusiness strategies and operations.</p>

<p>Module 13.7</p>	<p>Tourism and Hospitality Management</p>
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to: C2. Is able to coordinate and manage projects in the THM industry in a complex and global networked based context; C3. respond and adjust THM solutions to fast changing socio-economic, multi-cultural and technological environments; C4. communicate and exchange ideas about THM effectively with the general public and peers.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following: K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding of the Tourism and Hospitality Management (THM) at international level; K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological and regulatory innovations in THM;</p>

<p>Applying Knowledge and Understanding</p>	<p>K3. Has comprehensive knowledge and methodological competencies that builds on knowledge associated with bachelor level and enables to identify, develop, and critically assess new original and innovative business ideas within THM; K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of THM; K5. demonstrates capability in using knowledge about THM to critically evaluate and improve international business strategies and operations in response to fast changing socio-economic, multi-cultural and technological environments.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: S1. shows the ability to apply internationally recognized theories, data, and tools of THM on practical problems S2. demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments of the THM industry; S3. shows the ability to identify and implement effective strategic and operational THM solutions that respond to the needs of internal and external stakeholders at national and international levels;</p>
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<p>Module 13.8</p>	<p>Health Care Management</p>
<p>Learning Outcomes</p> <p>Autonomy and Responsibility</p> <p>Knowledge and Understanding</p> <p>Applying Knowledge and Understanding</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to: C1. Demonstrates leadership skills and is able to lead teams in international and intercultural working environments and can identify the needs of professional teams to create high performing and inclusive working environments in the health sector; C2. Is able to coordinate and manage projects in a complex, global, politically sensitive and rapidly changing context.</p> <p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following: K1. Has comprehensive, specialised or multidisciplinary theoretical and practical knowledge and critical understanding in management of a range of organisations in the health sector at international level; K2. Has specialised and multidisciplinary theoretical and practical knowledge of the challenges for management in the health sector and to develop innovative ideas to improve effectiveness and efficiency; K3. Has comprehensive knowledge and methodological competencies that builds on knowledge associated with bachelor level and enables to identify, develop, and critically assess new original and innovative business ideas within the health care sector.</p> <p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: S1. Is able to apply health sector specific management paradigms, theories, data, and tools on practical organisational problems;</p>

	<p>S2. Shows the ability to identify and implement effective and strategic management principles that (ethically) balance organisational possibilities to societal needs</p> <p>S3. Demonstrates advanced skills in the multi stakeholder management, HR strategies, and innovation in a complex political/legal context;</p> <p>S5. Demonstrates critical understanding of learning processes and has skills that allow to stay up-to-date to new developments in the area of healthcare management and a continuous and self-directed learning process.</p>
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Module 13.9	Renewable Energy Management
Learning Outcomes	
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing technological environments;</p> <p>C4. Is able to communicate and exchange ideas effectively with peers;</p> <p>C5. Demonstrates the capacity to reflect, judge and apply social and ethical responsibilities in business.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive and multidisciplinary knowledge and critical understanding of digital and sustainable business strategies and operations of the renewable energy sector at international level</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological and digital innovations in the renewable energy industry;</p> <p>K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of the renewable energy sector;</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate and improve international business strategies and operations in response to fast changing energy use.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments;</p> <p>S3. Is able to identify and implement effective strategic and operational energy solutions that respond to the needs of internal and external stakeholders at national and international level;</p> <p>S6. Is able to use data supporting the analysis of solutions and impact of the development of renewable strategies and operations.</p>

Module 14	Final Master Project
Learning Outcomes	

<p>Autonomy and Responsibility</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>C1. Demonstrates leadership skills and is able to lead teams in international and intercultural working environments;</p> <p>C2. Is able to coordinate and manage projects in a complex and global networked based context;</p> <p>C3. Demonstrates the ability and attitude to respond and adjust to fast changing socio-economic, cultural and technological environments;</p> <p>C4. Is able to communicate and exchange ideas effectively with peers;</p> <p>C5. Demonstrates the capacity to reflect, judge and apply social, ethical and intercultural responsibilities in business.</p>
<p>Knowledge and Understanding</p>	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>K1. Has comprehensive and multidisciplinary knowledge and critical understanding of qualitative and quantitative applied research methods;</p> <p>K2. Has specialised and multidisciplinary theoretical and practical knowledge of the latest and relevant technological, digital and sustainable innovations;</p> <p>K3. Has comprehensive knowledge and methodological competencies that builds on knowledge associated with bachelor level and enables to identify, develop, and critically assess new original and innovative business ideas at the forefront of the area of business;</p> <p>K4. Is able to show multidisciplinary theoretical and practical expertise at the forefront of a specific industry;</p> <p>K5. Demonstrates capability in using knowledge to critically evaluate and improve business strategies and operations in response to fast changing socio-economic, cultural and technological environments.</p>
<p>Applying Knowledge and Understanding</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p> <p>S1. Is able to apply internationally recognised applied qualitative and quantitative research methods and data science methods;</p> <p>S2. Demonstrates skills to conduct diagnosis and understand behavioural aspects of business challenges using qualitative and quantitative research methods and data analytics with limited information in unknown market environments;</p> <p>S3. Is able to identify and implement effective strategic and operational solutions that respond to the needs of internal and external stakeholders at national and international level;</p> <p>S4. Has advanced skills in the development and use of face to face and multimedia presentations, moderation of debates and facilitation of workshops;</p> <p>S5. Demonstrates critical understanding of learning processes and has skills that allow for a continuous and self-directed learning process;</p> <p>S6. Is able to use digital tools for the analysis, design and development of business strategies and operations.</p>