

Title of the Programme	Master of Business Administration (MBA)	
Type of Programme		Qualification
MQF Level	MQF 7	
ECTS	90 ECTS	
Mode of Delivery	<input checked="" type="checkbox"/> 100% Online	
Hours of Total Learning 1 ECTS is equal to 25 total hours of learning, encompassing contact hours, supervised placement and practice hours, self-study hours, and assessment hours. A minimum of 20% (5 hours for every ECTS) must be dedicated to contact hours, or as otherwise specified by MFHEA.	Total Contact Hours <input type="text" value="450"/> (Contact Hours are hours invested in learning new content under the direction of a tutor/lecturer (e.g. lectures, participation in online forums))	
	Self – Study Hours <input type="text" value="1440"/> (Estimated workload of research and study)	
	Assessment Hours <input type="text" value="180"/> (Examinations/ presentations/group work/ projects, etc.)	
	Supervised Placement and Practice Hours <input type="text" value="180"/> (During these hours the learner is supervised, coached, or mentored. Tutorial hours may be included here)	
Total Learning Hours	2250	
Mode of Attendance	<input checked="" type="checkbox"/> Full Time	
Programme Duration A full-time programme cannot have more than 60 ECTS per academic year. Please refer to the Referencing Report p. 55.	Full Time 1 Year 6 Months _____ Days	
Target Audience	<input checked="" type="checkbox"/> Ages 19 – 30 <input checked="" type="checkbox"/> Ages 31 – 65	
Language/s of Instruction	English, German, Slovak	
Target Group	The target group for the MBA program is diverse and includes professionals from a wide range of industries. The program is designed for individuals who aim to develop advanced management and leadership skills and are seeking career advancement in the business sector. Here are the main categories of the target audience: 1. Mid-career Professionals: Individuals who have several years of work experience in a managerial or leadership role and are	

	<p>seeking to advance to higher management or executive positions. This includes managers, department heads, and team leaders across various sectors.</p> <ol style="list-style-type: none"> 2. Entrepreneurs and Business Owners: People who own or plan to start their own businesses and wish to gain formal education in business management, strategy, and innovation to scale and grow their companies. 3. Professionals Looking for Career Transition: Individuals from non-business fields (e.g., engineering, healthcare, IT) who are seeking to transition into business or management roles, and who require the business acumen provided by an MBA program. 4. International Candidates: Professionals from around the world who want to enhance their understanding of global business practices, especially those looking to work in multinational corporations or lead global teams. 5. Online Learners and Working Professionals: Given that the program is fully online and designed for flexibility, it particularly appeals to working professionals who need the freedom to study while continuing their careers. This also includes individuals in geographically remote areas. 6. Aspiring Leaders and Change-Makers: Individuals who are looking to develop strategic leadership skills, manage large teams, or make significant organizational changes, such as in fields like technology, finance, marketing, and human resources.
Subject Area	Business, Administration and Law
Relationship to Occupation	<p>The MBA program has a strong relationship with various occupations, as it provides essential skills and knowledge directly applicable to numerous roles within organizations. The program is designed to equip individuals with managerial, strategic, and leadership capabilities that are highly valued across different industries. The programme does not lead to a regulated profession or warranted profession in Malta. Below is an outline of how the program relates to specific occupations:</p>

Executive and Senior Management Roles:

Occupation: CEO, CFO, COO, General Manager, Director of Operations.

Relationship: The MBA program focuses on strategic management, financial analysis, and leadership skills necessary for decision-making at the highest organizational levels.

Middle Management Roles:

Occupation: Marketing Manager, Human Resources Manager, Operations Manager, Finance Manager.

Relationship: Middle managers benefit from courses in business analytics, marketing strategies, and people management, allowing them to improve their teams' efficiency and implement strategies aligned with the company's vision.

Entrepreneurs and Small Business Owners:

Occupation: Founder, Startup CEO, Business Owner.

Relationship: The MBA equips entrepreneurs with the knowledge to create business plans, manage finances, understand market dynamics, and innovate, which are critical for starting, growing, and sustaining their businesses.

Consulting and Advisory Roles:

Occupation: Business Consultant, Management Consultant, Strategy Advisor.

Relationship: The MBA prepares professionals in consulting roles to offer expert advice on organizational development, process improvement, and strategic growth through courses in strategy, innovation, and crisis management.

Specialized Professional Roles:

Occupation: Financial Analyst, Project Manager, Business Analyst, Data Analyst.

Relationship: The program's focus on corporate finance, business analytics, and project management enables these professionals to apply advanced analytical skills to enhance operational performance and contribute to organizational success.

	<p>International Business and Global Roles:</p> <p>Occupation: International Sales Manager, Global Supply Chain Manager, Country Manager. Relationship: With modules focused on international business and globalization, the MBA prepares individuals to lead and operate in global environments, addressing cross-cultural management and international market strategies.</p> <p>Technology and Innovation Leadership:</p> <p>Occupation: Chief Technology Officer (CTO), Product Manager, Innovation Manager. Relationship: The MBA program helps technology and innovation leaders navigate the challenges of digital transformation, manage tech teams, and implement innovative solutions within companies.</p> <p>The MBA programme has been benchmarked against occupational profiles listed in the Malta Qualifications Database (MQD). There are no specific National Occupational Standards (NOS) for MBA programmes defined in the MQD. Therefore, this programme does not have an assigned NOS, which is in line with international practice for MBA degrees. The programme does not lead to a warranted profession or a regulated occupation in Malta.</p>
Entry Requirements	<p>Standard Entry Hold a recognised qualification at MQF/EQF Level 6 (or equivalent), which may but does not have to be a Bachelor's degree, in any field of study.</p> <p>Alternative Entry through Recognition of Prior Learning (RPL) Applicants who do not hold a Level 6 qualification may still be admitted if they meet the following conditions:</p> <ul style="list-style-type: none"> • Have completed secondary education (Matriculation Certificate or equivalent at MQF Level 4), or • Hold a vocational qualification or diploma at MQF Level 4 or 5 (e.g., technical or trade qualifications), and

	<ul style="list-style-type: none"> • Have at least 3 years of proven professional experience in management, leadership, business, or administration, and • Demonstrate aptitude and potential for postgraduate study through an interview and/or assessment task. <p>Language Proficiency Requirement Applicants must demonstrate proficiency in the language of instruction in which they intend to undertake the programme (English, German, or Slovak). Proficiency may be demonstrated by:</p> <ul style="list-style-type: none"> • previous education in the language, • professional experience in the language, or • a language certificate or interview (only if required). <p>Digital Literacy Applicants must demonstrate basic digital skills necessary for successful participation in online learning.</p> <p>Additional Requirement All applicants without a Level 6 qualification will undergo an assessment in line with the internal rules of GMBS and the officially approved Recognition of Prior Learning Policy (MFHEA-approved).</p>
Overall Programme Description	<p>The Master of Business Administration (MBA) is an advanced postgraduate degree designed to equip professionals with the strategic, analytical, and leadership skills necessary to succeed in today's dynamic global business environment. This comprehensive program spans 18 months and is delivered entirely online, providing the flexibility for working professionals to balance their career and personal commitments with their education.</p> <p>The MBA programme offers a total of 90 ECTS credits, adhering to the European Credit Transfer and Accumulation System (ECTS) and aligning with</p>

	<p>European higher education standards. Additionally, students who successfully complete 60 ECTS credits are eligible to be awarded the <i>Postgraduate Diploma in Business Management</i>, which is recognised at EQF/MQF Level 6 as an exit qualification. The curriculum is structured around essential business disciplines such as strategic management, financial management, marketing, organizational behavior, business analytics, and corporate governance, combining theoretical knowledge with practical applications to empower students to tackle real-world business challenges.</p> <p>As part of the curriculum, students will select one elective module from a range of options, allowing them to specialize in areas such as E-Commerce and Digital Marketing, Human Resource Management and Team Leadership or Artificial Intelligence in Business. This elective choice enables students to tailor their learning experience to suit their specific career aspirations.</p> <p>The program culminates with a 30 ECTS Master Thesis, where students apply their knowledge to a significant business issue, demonstrating their analytical and strategic thinking capabilities. The online learning environment emphasizes asynchronous learning, enabling students to progress at their own pace. Instruction is delivered through a mix of video lectures, case studies, simulations, peer learning, and personalized mentoring, creating a rich, collaborative learning experience.</p> <p>Upon completion, graduates will be prepared to assume senior management roles, lead innovative business ventures, or transition into new sectors. They will have developed competencies in leadership, decision-making, problem-solving, and innovation, equipping them to navigate and thrive in today's ever-changing business landscape.</p> <p>Although the programme is structured as a full-time course of study, it is specifically designed to accommodate the needs of working professionals by offering maximum flexibility in pacing and scheduling, allowing learners to progress at their own pace within the overall programme duration.</p>
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Learning Outcomes for Overall Programme	
Competences	<ul style="list-style-type: none"> • Demonstrate the ability to lead and manage teams in a global business context with a focus on innovation and sustainability. • Apply strategic thinking and decision-making in complex business environments, considering financial, ethical, and operational factors. • Implement digital and innovative solutions to optimize business processes and adapt to technological change. • Evaluate complex business scenarios and develop strategic responses that incorporate ethical and financial considerations.
Knowledge	<ul style="list-style-type: none"> • Understand the core principles of business management, including finance, marketing, organizational behavior, and strategic management. • Master the concepts of global markets, international trade, and the impacts of globalization on business practices. • Gain expertise in data-driven decision-making and the use of analytics to solve business problems. • Comprehend the relationship between corporate governance, business ethics, and sustainable development in modern enterprises.
Skills	<ul style="list-style-type: none"> • Develop analytical and critical thinking skills to assess and resolve business challenges. • Utilize advanced communication and leadership skills to inspire teams and stakeholders in varied business settings. • Execute financial analysis, budgeting, and risk management strategies in business decision-making processes. • Enhance negotiation and conflict resolution skills to foster collaboration in diverse business environments.
General Pedagogical Methods used for this Programme.	For this MBA program, a variety of pedagogical methods are employed to accommodate different

	<p>learning styles and ensure that students can successfully complete the program, whether it is delivered entirely online or in a hybrid format. The selected methods aim to create an engaging, inclusive, and effective learning experience for students with different abilities.</p> <p>Teaching Methods:</p> <ol style="list-style-type: none"> 1. Video Lectures: <ul style="list-style-type: none"> ○ Purpose: Deliver core content in a structured format. ○ Mode: Video lectures allow students to access content on their own schedule, which is crucial for flexibility in an online setting. These videos are supplemented with interactive features such as quizzes or embedded questions to ensure engagement. ○ Pedagogical Value: Video lectures provide the same depth of content as traditional in-person lectures but offer greater flexibility, making them superior for online learners. The ability to pause, rewatch, and digest material at their own pace accommodates varied learning speeds and styles. 2. Case Studies and Practical Simulations: <ul style="list-style-type: none"> ○ Purpose: Bridge theory with real-world application. ○ Mode: Asynchronous and synchronous formats. In an online setting, case studies are often delivered in written or multimedia formats, and students submit analyses individually or in groups. ○ Pedagogical Value: These exercises enable students to apply theoretical knowledge to practical business problems, enhancing critical thinking and decision-making skills. 3. Discussion Forums: <ul style="list-style-type: none"> ○ Purpose: Facilitate peer interaction and collaborative learning. ○ Mode: Asynchronous online forums allow students to discuss key topics and respond to each other at any
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	<p>time. In synchronous setups, real-time discussions or webinars are used for deeper exploration.</p> <ul style="list-style-type: none"> ○ Pedagogical Value: Forums foster reflective thinking and peer learning by enabling students to build on each other's ideas and perspectives. This also replicates the classroom dialogue found in traditional settings, making the learning experience more interactive. <p>4. Peer Learning and Group Work:</p> <ul style="list-style-type: none"> ○ Purpose: Develop teamwork, communication, and collaboration skills. ○ Mode: Asynchronous group projects, where students work collaboratively on assignments using online platforms. ○ Pedagogical Value: Peer learning is a key component of business education, where working in teams and sharing knowledge mirrors real-world business environments. This method also supports active learning and enhances problem-solving abilities. <p>5. Mentorship and Tutoring:</p> <ul style="list-style-type: none"> ○ Purpose: Provide personalized feedback and support. ○ Mode: Synchronous or asynchronous mentoring sessions, where students can engage one-on-one with instructors or mentors through video calls or messaging. ○ Pedagogical Value: This personal interaction is crucial for individual guidance, ensuring that students receive tailored support in their learning journey. <p>6. Quizzes and Interactive Assessments:</p> <ul style="list-style-type: none"> ○ Purpose: Measure understanding and reinforce learning. ○ Mode: Asynchronous quizzes and interactive assessments embedded within the learning platform. ○ Pedagogical Value: These tools provide immediate feedback,
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	<p>helping students assess their understanding of key concepts and adjust their learning strategies accordingly.</p> <p>Digital vs. Non-Digital Methods:</p> <ul style="list-style-type: none"> • Equivalence or Superiority of Digital Methods: <ul style="list-style-type: none"> ○ Video lectures are superior to traditional lectures in that they offer flexibility and the ability to replay content. ○ Online discussion forums provide a persistent, accessible record of ideas and responses, allowing for deeper reflection than live discussions. ○ Digital simulations and case studies allow students to engage with complex business scenarios interactively, often in ways not possible in traditional settings (e.g., data analysis, business simulations). ○ Digital peer learning tools like shared documents and collaborative platforms enhance teamwork by allowing real-time cooperation, even across different time zones. <p>By incorporating these pedagogical methods, the program ensures that students can engage in meaningful learning experiences that align with their personal schedules, learning preferences, and professional goals. The program also fosters critical thinking, practical application, and collaborative learning, making it highly relevant to modern business environments.</p>
<p>Selection Criteria for Tutors/Lecturers for this programme.</p>	<p>To ensure high-quality teaching and learning, the following selection criteria are applied to tutors/lecturers for this MBA program:</p> <ol style="list-style-type: none"> 1. Qualifications: <ul style="list-style-type: none"> ○ Tutors / Experts must hold at least a Master's degree at MQF Level 7 or higher in relevant fields such as Business Administration, Management, Finance, Marketing, or Economics. For certain advanced

	<p>modules, a Doctorate (PhD) at MQF Level 8 is preferred.</p> <p>2. Experience:</p> <ul style="list-style-type: none"> ○ A minimum of 2-4 years of professional experience in their area of expertise is required. Experience in teaching or delivering training programs at higher education institutions is highly desirable. ○ Lecturers should have industry experience relevant to the module they are teaching, particularly in senior management roles or specific business sectors. <p>3. Pedagogical Skills:</p> <ul style="list-style-type: none"> ○ Proven experience in online teaching and familiarity with learning management systems (LMS) such as Moodle or Totara is mandatory. ○ Ability to design and deliver courses that accommodate various learning styles and leverage digital tools to enhance student engagement. <p>4. Third-Party Instructors:</p> <ul style="list-style-type: none"> ○ If certain modules are taught by external parties (e.g., industry professionals), contracts will outline clear performance and qualification expectations, ensuring compliance with the same standards of quality. These roles are typically reviewed by the academic senate to ensure alignment with the program's educational goals.
General Assessment Method	<p>The assessment methods for this MBA program are designed to accommodate various learning styles and abilities, ensuring fairness and consistency. The following outlines the general approach:</p> <p>Assessment Methods:</p> <p>1. Case Studies, Blogs and Practical Applications:</p> <ul style="list-style-type: none"> ○ Students analyze business scenarios and provide solutions based on theoretical knowledge. This method promotes critical thinking and real-world application.

	<ul style="list-style-type: none"> ○ Mode: Asynchronous submission of reports via the online learning platform. <p>2. Research-Based Assignments:</p> <ul style="list-style-type: none"> ○ Individual research papers or essays that demonstrate the ability to synthesize and apply concepts learned in the course. ○ Mode: Written assignments are submitted online, and feedback is provided by tutors. <p>3. Quizzes and Online Tests:</p> <ul style="list-style-type: none"> ○ Frequent quizzes or tests to measure students' understanding of core concepts. ○ Mode: Asynchronous timed tests, which are automatically graded or assessed by tutors. <p>4. Group Projects:</p> <ul style="list-style-type: none"> ○ Group collaboration to solve complex business problems, emphasizing teamwork, communication, and leadership. ○ Mode: Asynchronous group work, using shared digital platforms, with a final submission or presentation. <p>5. Participation in Discussion Forums:</p> <ul style="list-style-type: none"> ○ Students are evaluated on their contributions to online discussions, where they engage with peers to reflect on key topics. ○ Mode: Asynchronous forum activity monitored by tutors. <p>6. Final Thesis:</p> <ul style="list-style-type: none"> ○ The final component is a Final Thesis that demonstrates mastery of the subject matter. ○ Mode: Individual work submitted digitally, followed by an online defense (if required). <p>Grading System:</p> <ul style="list-style-type: none"> • Pass Mark: The pass mark is typically set at 61% for most assessments. • Weighting: Each assessment contributes differently to the final grade. For example: <ul style="list-style-type: none"> ○ Case Studies/Practical Applications: 20% ○ Research Assignments: 25%
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	<ul style="list-style-type: none"> ○ Quizzes/Online Tests: 15% ○ Group Projects: 20% ○ Participation: 10% ○ Final Project: 30%
Final Thesis	<p>The Final Thesis is a critical component of the MBA program, aimed at integrating theoretical knowledge with practical business challenges. It is typically undertaken in the final semester.</p> <p>Purpose:</p> <ul style="list-style-type: none"> • The Final Thesis allows students to conduct in-depth research on a significant business issue, applying the strategic, analytical, and managerial skills they have acquired during the program. • It can focus on a particular industry, organization, or business challenge, offering students the opportunity to propose practical solutions or innovations. <p>Process:</p> <ol style="list-style-type: none"> 1. Topic Selection: Students choose a topic in consultation with their academic supervisor, aligning it with their career goals and areas of interest. 2. Research and Methodology: Students engage in independent research, collecting and analyzing data using both qualitative and quantitative methods. 3. Mentorship: Each student is assigned a faculty mentor to provide guidance and feedback throughout the process. 4. Writing and Submission: The Final Thesis typically ranges from 8,000 to 10,000 words, and it is submitted through the learning management system for assessment. <p>Assessment:</p> <ul style="list-style-type: none"> • The Final Thesis is evaluated based on the quality of research, analytical depth, practical application of theories, and overall coherence. <p>Details are specified in the Study Regulations in Article 21: https://gmbs-quality-assurance.cms.webnode.sk/study-regulations-for-bachelor%e2%80%99s-and-master%e2%80%99s-studies/</p>



Placement/Work-based learning	N/A
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Section C – The Programme Structure

1	List of Programme Modules/Units					
Ref	Module/Unit Title	Compulsory (C) or Elective (E).	ECTS	MQF	Mode of Teaching	Mode of Assessment
1	Strategic Management	C	7	7	Video lectures, case studies, peer learning, discussion forums	Case studies, essays, quizzes
2	Financial Management	C	7	7	Video lectures, practical simulations, peer learning, discussion forums	Practical assignments, quizzes, research projects
3	Marketing Strategies and Innovation	C	7	7	Video lectures, case studies, group projects, peer learning	Marketing innovation blog, case studies
4	Organizational Behavior and Leadership	C	7	7	Video lectures, group projects, discussion forums, peer learning	Group projects, participation
5	Corporate Governance and Ethics	C	8	7	Video lectures, case studies, peer learning	Case study analysis, essays, corporate governance report
6	Corporate Finance and Risk Management	C	8	7	Video lectures, case studies, practical simulations, peer learning	Case studies, financial analysis projects, quizzes
7	Globalization and International Business	C	8	7	Video lectures, case studies, peer learning, group projects	Essays, case studies, research assignments

8	E-Commerce and Digital Marketing	E	8	7	Video lectures, case studies, group projects	Digital marketing campaign project, case study analysis
9	Human Resource Management and Team Leadership	E	8	7	Video lectures, case studies, peer learning, group work	Group projects, HR strategy paper, leadership analysis
10	Artificial Intelligence in Business	E	8	7	Video lectures, practical simulations, peer learning	AI project, case studies, research paper
11	Master Thesis	C	30	7	Supervised research, mentorship, individualized support, asynchronous self-study	Thesis submission, oral defense (if required)
2	Total ECTS Requesting Accreditation			106 ECTS		
3	Total ECTS for Programme Completion			90 ECTS		
4	Exit Awards/Qualifications Should the programme contains any Exit Point/s kindly specify: - the full name of each Exit Award/ Qualification - the MQF level, - number of ECTS and - list the modules leading to each Exit Award/Qualification This information shall be provided for each Exit Point. Example: [Name of Award or Qualification], MQF/ECTS – Duration (Years, Months and Days) - Module (ECTS) - Module (ECTS) - Module (ECTS)			Exit Award: Postgraduate Diploma in Business Administration <ul style="list-style-type: none"> • MQF Level: Level 6 • ECTS: 60 ECTS • Duration: 1 year (12 months) Modules Leading to the Postgraduate Diploma: <ol style="list-style-type: none"> 1. Strategic Management (7 ECTS) 2. Financial Management (7 ECTS) 3. Marketing Strategies and Innovation (7 ECTS) 4. Organizational Behavior and Leadership (7 ECTS) 5. Corporate Governance and Ethics (8 ECTS) 6. Corporate Finance and Risk Management (8 ECTS) 		

		<p>7. Globalization and International Business (8 ECTS)</p> <p>8. One Elective Module (8 ECTS):</p> <ul style="list-style-type: none"> ○ E-Commerce and Digital Marketing (8 ECTS) ○ Human Resource Management and Team Leadership (8 ECTS) ○ Artificial Intelligence in Business (8 ECTS)
		<p>Explanation: This Postgraduate Diploma in Business Administration is an exit award designed for students who complete the core and elective modules (totaling 60 ECTS) but do not pursue the final Master Thesis. This qualification certifies advanced business knowledge and skills but does not include the research component of the MBA program.</p>
5	<p>Structure of Programme</p> <p>If the programme has a duration of more than one semester, a structure of how the modules shall be divided per semester and academic year has to be provided.</p> <p>If the programme has both Full-time and Part-time duration, the structure shall take into consideration both modes of attendance.</p>	<p>The MBA program is designed to be completed over a period of 18 months (3 semesters). The program is structured in both Full-Time and Part-Time modes, allowing flexibility for working professionals. Below is the proposed structure for both attendance modes.</p> <p>1. Full-Time Structure (18 months) Semester 1 (Total: 30 ECTS)</p> <ol style="list-style-type: none"> 1. Strategic Management – 7 ECTS 2. Financial Management – 7 ECTS 3. Marketing Strategies and Innovation – 7 ECTS 4. Organizational Behavior and Leadership – 7 ECTS 5. Business Analytics and Data-Driven Decision Making – 8 ECTS

		<p>Semester 2 (Total: 30 ECTS)</p> <ol style="list-style-type: none"> 1. Corporate Finance and Risk Management – 8 ECTS 2. Globalization and International Business – 8 ECTS 3. Elective Subject (Choose 1 from 4 options) – 8 ECTS: <ul style="list-style-type: none"> ○ E-Commerce and Digital Marketing ○ Human Resource Management and Team Leadership ○ Corporate Governance and Ethics ○ Artificial Intelligence in Business 	
		<p>Semester 3 (Total: 30 ECTS)</p> <ol style="list-style-type: none"> 1. Master Thesis – 30 ECTS 	
		<p>Key Points:</p> <ul style="list-style-type: none"> • Full-Time Structure: Completed in 3 semesters over 18 months, each semester contributing 30 ECTS. • Elective Flexibility: Students select one elective subject in Semester 2. 	