



**GBSB GLOBAL**  
BUSINESS SCHOOL



**Master of Science (MSc) in Management  
(Human Resources and Talent Development)**

MQF/EQF Level 7

**Learning Outcomes**



## Overall Course Objectives

The learning outcomes presented below have been defined in line with the descriptors for the Level 7 of the Malta Qualification Framework as outlined in the Referencing Report 2016.

### Knowledge:

- Has comprehensive specialised knowledge and understanding of how cultural, economic, political, and technological frameworks affect management practices and how they can be managed effectively;
- Identifies and evaluates theoretical approaches necessary for planning and decision-making in business. These include ideas that support the modelling and management of the decisions across the broad range of functional areas;
- Has relevant knowledge of organisations, and their role in pursuing sustainable business in the context in which they operate and how they are managed in compliance with codes of ethics and Corporate Social Responsibility;
- Has a critical understanding of business continuity management including knowledge of possible risks and regulatory environment that can impact business operations;
- Has comprehensive knowledge about methods to manage innovation processes and digital technologies that are in demand, and implications of digital technologies for individuals and societies;
- Identifies and evaluates key issues related to administering the human elements when managing projects such as teamwork, communication, motivation, and diversity;
- Has a comprehensive and critical understanding of the principal current research issues in management as well as in a specific industry or functional area of a personal professional interest;
- Possesses multi-disciplinary theoretical and practical knowledge of management in a specific industry or functional area of a personal professional interest.

### Skills:

- Performs critical evaluation and analysis of business environment and of the main concepts, structures and approaches of strategic business management with incomplete or limited information;
- Demonstrates capability in using specialised skills to make decisions and create global strategies in different business operations, digital transformation, and finance in order to adopt to fast-changing business environment;
- Demonstrates leadership skills necessary to empower, inspire and manage teams, innovation and creative problem-solving while managing a business;
- Develops new skills in response to emerging knowledge and techniques in the domain of business management including



digital skills and use of modern technologies;

- Develops an ability to identify and assess risks relating to the business, digital and financial environment and to design strategies to mitigate specific managerial risks;
- Monitors and maintains compliance with appropriate business regulations and formulates practical responses to the legal and external environment challenges associated with operating a business;
- Demonstrate capability in using data referring to business analytics

#### Competencies:

- **C1:** Demonstrates the ability to respond to the main political, economic, social, and technological variables and to formulate the priorities and strategies necessary for an organisation to succeed considering the global outlook and trends;
- **C2:** Manages business projects by establishing a global vision that incorporates every facet of business development and constructs innovation and cultural diversity as an advantage in business contexts that are complex and unpredictable and require new strategic approaches;
- **C3:** Is accountable for managing people and practicing management with commitment to democratic values and sustainability adopting the practices based on learning, service and social inclusion;
- **C4:** Demonstrates autonomy in the direction of personal development

to better forecast and execute business strategies and operations;

- Demonstrates capability in using knowledge and skills of management to conduct research within a specific industry or functional area of a personal professional interest, taking into account the need for synthesis, setting objectives, methodological process and application of strategies;
- Demonstrate specialised knowledge of management that include reflecting on social and ethical responsibilities linked to execution of the managerial function.

and lifelong learning applicable to the business environment;

- **C5:** Creates a research-based diagnosis to problems in management by integrating knowledge from new or interdisciplinary fields in management and makes judgements with incomplete or limited information;
- **C6:** Engages in critical analysis in the area of management and demonstrates independent thought, evaluation and problem-solving underpinned by evidence-based arguments;
- **C7:** Take responsibility for contributing to professional knowledge in management or a specific industry/functional area of a personal professional interest by identifying an existing business problem and by conducting original research.



## Learning Outcomes for Communication Skills for the Whole Course

- Communicates ideas and arguments fluently and effectively in a variety of written and oral formats, whether in one's own and/or foreign language, to specialist and non-specialist audiences;
- Develops and manages strategies and arguments by which organisations can facilitate interaction and communication between management, employees and customers in a highly diverse environment;
- Appreciates the value of co-operation in modern globalised organisations and the development of leadership, communication, planning, and problem-solving skills and working in collaboration with people from different backgrounds;
- Demonstrates a high level of creativity, critical evaluation, and analyses of various sources of information and communicates results effectively;
- Communicates with specialist and non-specialist audiences using professional industry or a functional area terminology and unambiguously reaches conclusions which may be the outcome of original research, self-study or experience.

## Learning Outcomes for Learning to Learn Skills for the Whole Course

- Takes initiative to undertake a self-directed study of different fields of management in the pursuit of professional and academic career identifying needs and new requirements that allow transferring knowledge to current or emerging professional development areas, with capacity for adaptation and self-management in both professional and research processes;
- Is autonomous in leading own educational process in order to acquire a comprehensive management education that allows learning and coexistence in a context of diversity and in different social, cultural and economic environments;
- Makes assessments of personal continuous professional development by critically evaluating personal strengths and weaknesses, keeping up to date with relevant management techniques, ideas and practices.



