

# WEST

B U S I N E S S S C H O O L

## Program and Module Outcomes

*Master of Business Administration (MBA)*

<b>Level</b> MQF 7	<b>Credits</b> 90 ECTS	<b>Accredited by</b> MFHEA
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# Programme Outcomes

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<p><b>Learning Outcomes for Knowledge obtained at the end of the programme</b></p>	<p>The learner will be able to:</p> <ul style="list-style-type: none"><li>a) Demonstrate comprehensive, highly specialised knowledge of leadership and/or general management and the interface between different fields of management, including frontier concepts and recent developments.</li><li>b) Show critical awareness and advanced knowledge of techniques and tools useful for analysing business environments, financial measures and control in work organisations.</li><li>c) Illustrate detailed body of knowledge of recent developments in marketing, human resources and strategy related to the different aspects of the business.</li><li>d) Integrate knowledge from different fields using highly developed cognitive and creative skills and intellectual independence to develop new knowledge and procedures in the field of business management.</li><li>e) Analyse highly complex issues with incomplete data and develop innovative solutions and proposals relevant to business management skills.</li><li>f) Develop and execute a major project or comparable activities (that includes a significant range of variable and complexity) with appropriately selected research methodologies producing sound conclusions.</li><li>g) Analyse and reflect on global issues, socio-cultural norms and relationships and act to build and transform them.</li><li>h) Facilitate the transformation of organisations through strategic leadership, intellectual rigour and professional ethical values.</li><li>i) Apply well-developed interpersonal skills including the ability to communicate effectively and interact with groups and individuals at all levels.</li><li>j) Self-assess and plan self-development and take responsibility for contributing to professional knowledge and practice including in unfamiliar learning contexts.</li><li>k) Critically analyse of contemporary business management issues and formulate solutions to identified problems in a clear and coherent research plan.</li><li>l) Critically evaluate and reflect upon personal entrepreneurial skills and practices and apply entrepreneurial approaches to growth and problem solving</li></ul>
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m) Be able to demonstrate their understanding of the complex (and dynamic) processes of business start-up (e.g. marketing, finance and human resource management) and reflect their understanding

In addition to above learning outcomes for knowledge, additionally there are outcomes for knowledge for specialisations as well:

Marketing Specialization

1. Analyse in online customer behaviour as a result of the dynamic digital environment.
2. Analyse the role of digital technologies in digital marketing strategies
3. Develops new skills in response to emerging knowledge and techniques in the domain of business management including digital skills and use of modern technologies
4. Apply appropriate methods to conduct in-depth customer and competitive analysis
5. Demonstrate comprehensive knowledge of marketing theories to understand consumer behaviour to channel marketing strategies from a strategic brand positioning
6. 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.
7. Develop comprehensive and critical understanding of the principal current research issues in strategic marketing and management as well as in a specific industry or functional area of a personal professional interest;

Human Resources Management Specialization

1. Evaluate the strategic significance of employee resourcing and talent Management in the environment context
2. Demonstrate capability in recruitment and selection of talent using varied available methods
3. Demonstrate advanced knowledge of HR theories and key HR principles in the context of International Human Resources challenges
4. Appraise and evaluate the impact of technology and globalization in international Human resources
5. Develop comprehensive and critical understanding of the principal current research issues in HR and management as well as in a specific industry or functional area of a personal professional interest;
6. Identifies and evaluates key issues related to administering the human Elements when managing projects

Entrepreneurship Specialization

1. Have a critical understanding of the concepts, theories and models that underpin entrepreneurial opportunities and understand the evaluation and organisation of the opportunities.
2. Demonstrate knowledge of the Entrepreneurial process involving resources, networks, developing a business plan and apply design thinking
3. . Provide a critical insight in developing entrepreneurial skills, from either or both the entrepreneurs or employee perspective.
4. Propose and validate a business plan as well as evaluate your entrepreneurial performance and forecasting sales turnover

<p><b>Learning Outcomes for Skills obtained at the end of the programme</b></p>	<p>The learner will be able to:</p> <ul style="list-style-type: none"> <li>a) Integrate knowledge from different fields, using highly developed cognitive and creative skills and intellectual independence, to develop new knowledge and procedures in the field of business management.</li> <li>b) Analyse highly complex issues with incomplete data and develop innovative solutions and proposals relevant to business management</li> <li>c) Develop and execute a major project or comparable activities (that includes a significant range of variables and complexity) with appropriately selected research methodologies producing sound conclusions.</li> <li>d) Demonstrates leadership skills necessary to empower, inspire and manage teams, innovation and creative problem-solving while managing a business or entrepreneurial enterprise;</li> <li>e) Monitors and maintains compliance with appropriate business regulations and formulates practical responses to the legal and external environment challenges associated with operating a business;</li> <li>f) 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</li> <li>g) Systematically communicate to specialist and non-specialist audiences clearly and unambiguously work or study related conclusions which may be the outcome of research, self-study or experience.</li> <li>h) Develop advanced, innovative, and multi-disciplinary problem-solving skills</li> </ul> <p>In addition to above learning outcomes for Skills, additionally there are outcomes for skills for specialisations as well:</p> <p>Marketing Specialization</p> <ol style="list-style-type: none"> <li>1. Develops new skills in response to emerging knowledge and techniques in the domain of business management including digital skills and use of modern technologies</li> <li>2. Performs critical evaluation and analysis of the business marketing environment and of the main concepts, structures and approaches of strategic and digital marketing with incomplete or limited information;</li> <li>3. Evaluate and analyse the appropriate factors influencing the marketing strategies especially in the global context</li> <li>4. Demonstrate capability in identifying and implementing digital marketing to meet strategic marketing objectives of brand positioning.</li> </ol>

5. Develop new skills to utilise digital tools to analyse social media and spends keeping in mind strategic objectives

Human Resources Management Specialization

1. Demonstrate capability in recruitment and selection of talent using varied available methods
2. Propose ways in which long- and short-term resourcing and talent planning can be carried out
3. Demonstrate specialised knowledge in planning an effective International Human Resource strategy
4. Perform critical evaluation of the legal and regulatory framework impacting HR in International context

Entrepreneurship Specialization

1. Demonstrates critical understanding of entrepreneurial practices to solve issues and raise value
2. Develops skills in application of business plans leading to growth in an entrepreneurial venture.
3. Apply entrepreneurial approaches to growth and problem solving
4. Develop skills in entrepreneurship to achieve Business Development, Marketing, Scalability and Financial planning of the venture

# Module Outcomes

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The following Individual Awards form part of the WEST Master of Business Administration pathway.

Module Title	Credits
Human Resources Management in Context	10 ECTS
Creative & Innovative Management	5 ECTS
Globalisation and Contemporary Issues in International Business	10 ECTS
Financial Analysis and Business Intelligence	10 ECTS
Implementing Strategies (Strategic Management)	10 ECTS
Integrated Communications	10 ECTS
Entrepreneurship & Innovation	5 ECTS
Resourcing, Talent Management and Development	5 ECTS
International Human Resources Management	5 ECTS
Digital Marketing	5 ECTS
Strategic Marketing	5 ECTS
Entrepreneurial Thinking	5 ECTS
New Venture Creation	5 ECTS

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# Human Resources Management in Context

MQF Level 7  
10 ECTS

## COURSE OVERVIEW

This unit enables student learners to independently explore and develop their skills and knowledge as an HRM practitioner via contemporary and constructive debates, using information and understanding of HRM across the strategic and operational business environment. The module increases credibility in the field of HRM and develops frameworks to support the evolving nature of work that will integrate with other HR strategies and functions, and support human capital and business performance.

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
3. Proficiency in operating Office software especially Microsoft Excel, PowerPoint and Word, and conversant with email and search engines.

**Mature Entry:** Applicants not holding an undergraduate degree but with a Level 5 equivalent qualification and over 10 years of relevant business experience may apply via RPL. Note: No credit exemptions are offered at Level 7 based on mature entry.

**RPL / L7 Diploma Holders:** Students already holding a recognised Level 7 Diploma may apply for RPL of their academic qualifications to gain entry into top-up units of the MBA. Up to 60 ECTS may be exempted; the remaining 30 ECTS including the dissertation must be completed.

## ASSESSMENT METHODS

- ▶ Essays
- ▶ Case Studies
- ▶ Literature Reviews
- ▶ Individual Reflective Learning Logs
- ▶ Portfolios & Group Presentations
- ▶ Critical Reflection of Group Work
- ▶ Posters
- ▶ Project Proposals and Project Reports

## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Critically analyze an organization and its approach to human resource management decision making in supporting long-term business goals.
2. Discuss, evaluate and critically reflect on the national and/or international market and competitive environments of organizations.
3. Critically evaluate how organizational and HR strategies are shaped and developed in response to internal and external environmental factors.
4. Analyze the future trends that will change the way organizations operate and critically discuss how these trends will impact strategically on the business environment.
5. Demonstrate autonomy in contributing effectively to contemporary organizations in terms of awareness of the complexity of strategic human resource management.
6. Manage people in organizations and demonstrate the ability to respond to fast-changing labor market environments.

# Creative & Innovative Management

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

This module provides a critical insight into the enduring nature of change and creativity for organisational survival and growth. It encourages recognition of the organisational tensions and performance fluctuations linked to the generation and application of change and new ideas. Students will understand how to evaluate current levels of innovation in an organisation, lead others to embrace innovation, and use analytical techniques and models of change to lead strategic change with confidence.

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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Evaluate change agents' knowledge, attributes, skills and development.
2. Critically analyze approaches to organizational change and their processes.
3. Create a plan and implement effective change within an organization.
4. Analyze stakeholder responses to organizational change.
5. Involve functional areas in an organization's change management.

# Globalisation and Contemporary Issues in International Business

MQF Level 7  
10 ECTS

## COURSE OVERVIEW

The international business landscape is constantly changing. This module investigates and examines trends in international business and considers how they contribute towards a greater interdependence among economies. New technologies, emerging markets and political developments create unexpected shocks and opportunities for international businesses. The module investigates how globalisation is altering the way international business is conducted.

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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Critically evaluate the challenges presented by the contemporary international business environment.
2. Critically evaluate risk, socio-culture, ethical drivers and legal issues as additional global considerations to entry strategy for a product or service.
3. Critically analyse the challenges presented by new technologies from a global business perspective.
4. Critically evaluate responses to the challenges presented by international foreign direct investment.
5. Engage in critical analysis in the area of management and demonstrate independent thought, evaluation and problem-solving underpinned by evidence-based arguments.

# Financial Analysis and Business Intelligence

MQF Level 7  
10 ECTS

## COURSE OVERVIEW

This module develops students' abilities to gain financial insights and business intelligence, contributing to the sustainable financial wellbeing of commercial or nonprofit institutions. It provides a foundation in the roles of the finance function and capital structure, financial performance analysis, investment and financing decisions, cost of capital, valuation and asset pricing, and advanced investment appraisal techniques ranging from ARR to NPV and IRR.

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Analyse financial statements to assess the financial position of an organisation.
2. Undertake appropriate financial analysis and propose strategic recommendations on capital structures, valuation and investment alternatives.
3. Synthesise appropriate techniques to gain financial environment insights and business intelligence in the big data age.
4. Evaluate and recommend effective long and short-term sources of funding.
5. Critically evaluate the financial performance of an organisation.
6. Critically analyse and justify strategic investment decisions using relevant financial information.

# Implementing Strategies (Strategic Management)

MQF Level 7  
10 ECTS

## COURSE OVERVIEW

This module develops learners' understanding of strategic management in a globalised world and how leadership informs and influences strategic change. It develops the ability to evaluate strategic position, choices and actions, and equips learners to analyse key external influences on an organization's strategy, appraise strategic options, evaluate approaches to strategy implementation, and evaluate the core competencies of the organization.

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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Demonstrate understanding of the difference between the external and internal environment of an organisation.
2. Critically analyse the resources and capabilities of an organisation and propose improvements.
3. Demonstrate understanding of the relationship between corporate, business and operational strategies.
4. Prepare a framework of strategic statements synthesised from an environmental analysis of a contemporary business.
5. Critically evaluate the contribution made to successful strategic practices through the development and maintenance of resources and capabilities.
6. Evaluate and propose a strategic choice to effectively support and contribute to future organisational performance.

# Integrated Communications

MQF Level 7  
10 ECTS

## COURSE OVERVIEW

This module develops the student learner's ability to apply effective communication planning and brand management concepts. It provides insight into the contribution to organisational performance made by enhancing sustainable stakeholder relationships and delivering customer value. The module covers the scope of marketing communications, buyer behaviour, and the management of marketing communications from planning to positioning, including the marketing communication mix of advertising, PR, and direct marketing.

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
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- ▶ Project Proposals and Project Reports

## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Present critical insights of the components of the marketing communications mix and brand management.
2. Design and evaluate an integrated marketing communications mix.
3. Identify appropriate techniques and resources to build cross-functional relationships.
4. Critically evaluate communications' role in delivering value to a range of stakeholders.

# Entrepreneurship & Innovation

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

This module introduces learners to business processes and strategies related to enterprise and entrepreneurship, developing knowledge of enterprise and entrepreneurship in global contexts. The course provides students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process.

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Critically evaluate enterprise, entrepreneurship and the characteristics of the entrepreneur.
2. Discuss the role of the entrepreneur in the new enterprise creation process.
3. Analyse the role of idea generation within an enterprise.
4. Examine the key theories of innovation, disruptive entrepreneurship and patterns of adoption, innovation and disruption.
5. Justify the need for and content of a business plan and pitch.
6. Critique a plan for implementing entrepreneurial activities in a globalised and competitive environment, being mindful of social, ethical and cultural issues.

# Resourcing, Talent Management and Development

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

This module develops competence in understanding and analysing employment markets and demographic trends to create and implement effective, ethical and appropriate resourcing, retention, talent management and development strategies. Learners will assess the role of HRM professionals in designing, implementing, and evaluating strategic planning relevant to employee resourcing, talent management and development.

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
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- ▶ Posters
- ▶ Project Proposals and Project Reports

## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Appraise and analyze the changing employment markets as a basis for effective resourcing and talent management strategies.
2. Develop and critically evaluate talent management and succession planning, and recruitment and retention strategies with a view to building long-term organisational performance.
3. Critically analyze the different ways in which employee turnover can impact on an organization's ability to achieve its strategic goals, and demonstrate understanding and application of lawful and ethical people management processes.

# International Human Resources Management

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

This module enables students to gain in-depth understanding of human resource management in an international context, covering international HRM theory and practice. Students will learn about international HR processes and the challenges associated from a global perspective, as well as how globalisation, technological advancements and emerging economies will change HR practices as environments become more complex.

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Critically analyse the internal and external factors that influence and shape complex international HR practices and policies, such as strategy, market dynamics, demographic, political and other trends.
2. Critically evaluate the complexity and challenges of IHRM from the perspective of HR and business strategy.
3. Demonstrate application of the most current IHRM theory and identify the challenges associated with implementing HRM practices globally.
4. Critically discuss the challenges leaders and managers face in an increasingly complex global environment and consider how IHRM theory translates to practice within the HR function.

# Digital Marketing

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

Student Learners will develop a critical understanding of the impact of digital transformation on the formation of an organisation's marketing strategy and communications in order to effectively implement powerful digital marketing campaigns that engage and convert the contemporary customer. The module examines the key characteristics of digital marketing with emphasis on social media tools, issues of trust and customer engagement, and the legal and ethical considerations in a digital world.

*This module is a specialist module.*

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Critically evaluate the impact of digital technologies and digital marketing tools on marketing activities.
2. Critically evaluate the importance of digital analytics in business performance.
3. Recommend resource-led innovative approaches using digital marketing tools to address contemporary digital marketing challenges.
4. Demonstrate an understanding of how to develop digital strategies and an integrated social media campaign for a strategic relationship with customers.
5. Demonstrate the ability to respond and adjust to the fast-changing technological environment that affects business strategies.
6. Manage and transform digital contexts that are complex and unpredictable by creating an integrated social media strategy using a variety of services, tools, and platforms to accomplish organisational objectives.

# Strategic Marketing

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

The Strategic Marketing module aims to entrench a deep understanding of the role of marketing within an organisation at both functional and strategic levels. The module will widen students' ability to make leadership and managerial level strategic marketing decisions, exploring the various factors which affect the development and implementation of marketing strategies in contemporary organisations operating in a fast-paced global marketplace.

*This module is a specialist module.*

## ENTRY REQUIREMENTS

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2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
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## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Critically analyse and evaluate theoretical frameworks and processes applied in strategic marketing.
2. Discuss and reflect on a wide range of factors, including strategic aims, changing market environments and digital marketing developments, that impact the development and implementation of marketing strategies.
3. Critically evaluate strategic marketing arguments and propositions and make judgments that guide the development of marketing plans and decision-making.
4. Create a marketing strategy and an implementation plan for an organisation.

# Entrepreneurial Thinking

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

This module builds an understanding of entrepreneurship and how individuals in all types and sizes of organisation can use entrepreneurial practices to solve problems and create value. It allows students to build the entrepreneurial mindset and develop the ability to identify and create entrepreneurial opportunities through the creation, development and exploitation of new ideas, products and services, and/or the creation of new industries and ways of doing business.

*This module is a specialist module.*

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1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
3. Proficiency in operating Office software especially Microsoft Excel, PowerPoint and Word, and conversant with email and search engines.

**Mature Entry:** Applicants not holding an undergraduate degree but with a Level 5 equivalent qualification and over 10 years of relevant business experience may apply via RPL. Note: No credit exemptions are offered at Level 7 based on mature entry.

**RPL / L7 Diploma Holders:** Students already holding a recognised Level 7 Diploma may apply for RPL of their academic qualifications to gain entry into top-up units of the MBA. Up to 60 ECTS may be exempted; the remaining 30 ECTS including the dissertation must be completed.

## ASSESSMENT METHODS

- ▶ Essays
- ▶ Case Studies
- ▶ Literature Reviews
- ▶ Individual Reflective Learning Logs
- ▶ Portfolios & Group Presentations
- ▶ Critical Reflection of Group Work
- ▶ Posters
- ▶ Project Proposals and Project Reports

## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Demonstrate a clear understanding of the main characteristics of the entrepreneurial mindset and identify specific entrepreneurship practices and approaches.
2. Apply entrepreneurial approaches to growth and problem solving.
3. Utilize entrepreneurial practices and approaches to aid in the creation of ideas, products and/or services.
4. Critically evaluate and reflect upon personal entrepreneurial skills and practices.

# New Venture Creation

MQF Level 7  
5 ECTS

## COURSE OVERVIEW

This module develops students' knowledge and understanding of the entrepreneurial process and the development of new business ventures, through the stages of business planning, survival, venture growth and exit. It also explores the key phases of start-up, from the identification of a potential opportunity, intellectual protection, identifying appropriate business and digital entrepreneurial models, and financial planning.

## ENTRY REQUIREMENTS

1. A Bachelor's degree from an accredited University OR a Level 6 Qualification from an accredited awarding or professional body equivalent to an undergraduate degree.
2. English Language Proficiency: Non-native English speakers must present IELTS at 6.5 or above. This may be waived for native English speakers or those who completed secondary education in English.
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- ▶ Posters
- ▶ Project Proposals and Project Reports

## LEARNING OUTCOMES

*Upon successful completion, the learner will have the responsibility and autonomy to:*

1. Provide a critical insight in developing entrepreneurial skills from either or both the entrepreneur's or employee's perspective.
2. Undertake new venture typologies and generic/digital business models and propose techniques for exploring product and service inadequacies and defining a value proposition.
3. Evaluate appropriate techniques to manage operations and risk as well as design operating plans and critical paths.
4. Propose and validate a business plan and evaluate entrepreneurial performance and forecasting sales turnover.