



MSc Management
MSc Management with Specialism
Programme Specification

1. General Information

UCAS Code	Award	Programme Title	Expected Duration	Study Mode
N/A	MSc	Management	1 year	Full-time
		Management with International Marketing	1.5 years	Part-time 1
		Management with Finance & Accounting	2 years	Part-time 2
		Management with IT Management		
		Management with Engineering Management		
		Management with Big Data Management		
		Management with Leadership		
		Management with Artificial Intelligence		
		Programme Code		
		UK-LIBF-MAMAN		
	Exit Awards	<ul style="list-style-type: none"> • Postgraduate Diploma • Postgraduate Certificate 		

Credit Count	180 FHEQ credits
Awarding Institution	The London Institute of Banking & Finance
Teaching Institution	The London Institute of Banking & Finance
Delivery Modes	<ul style="list-style-type: none"> • Face-to-face • Blended • Online - Synchronous • Online - Asynchronous

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2. Programme Overview

Programme Summary

International developments such as globalisation and financial crises, but also local events and industry-specific trends, are and will continue transforming management. The MSc Management programme reacts to these changes and sharpens your business management skills to prepare you in the best possible way for your future role as a manager.

The MSc Management programme's compulsory modules cover a range of topics giving students a comprehensive understanding of management, including Managing in a Global Economy, Strategic Management, and Advanced Research Methods. Through these modules, you will develop a deep understanding of key management concepts, such as leadership, strategy, and decision-making, as well as enabling you to develop critical analytical skills to analyse and evaluate real-world business problems and make informed decisions, preparing you to pursue a variety of management careers in diverse and global business environments or advance in your current career.

You can also choose to specialise in one of seven areas, each tailored to meet the demands of specific industries and areas of expertise. The specialisms include International Marketing, Finance & Accounting, IT Management, Engineering Management, Big Data Management, Leadership, and Artificial Intelligence. These specialisms enable you to tailor the programme to your specific career goals and interests.

Programme Aims

The MSc Management programme aims to

- develop a broad and comprehensive understanding of core management theories, principles, and practices, as well as current trends and issues in the field of management.

- enable you to critically evaluate and apply advanced management theories, frameworks, and tools to complex business problems related to managing in the global economy and propose effective solutions.
- enable you to apply both academic tools and industry methodologies, including advanced research methods, to critically analyse and evaluate operational and strategic decision-making in different organizational contexts and industries.
- develop your ability to work at the frontiers of knowledge and understanding of management, and to apply this knowledge and understanding systematically and creatively to new, complex, and unpredictable circumstances in order to improve the practice of management.
- provide you with an understanding of the ethical, social, and environmental responsibilities of organizations.
- provide opportunities for you to evaluate the impact of changing economic, social, and technological trends on management techniques.
- foster your critical thinking and problem-solving skills through the development of a master's thesis, which requires them to conduct independent research and analysis on a relevant topic in management.
- enhance your suitability for senior management roles within different sectors and industries by equipping them with the knowledge, skills, and competencies required to lead and manage teams, organizations, and projects effectively.
- foster your self-directed lifelong learning and professional development and adaptability to changing business environments and technologies.

Employability & Graduate Outcomes

Graduates of this programme are likely to pursue careers in a number of areas in the business and management sector including project management, financial management, marketing, and consulting. This programme of study should support graduates in developing the following employability skills:

- research skills
- communication skills
- analytical skills
- adaptability
- leadership skills
- decision-making skills

3. Intended Learning Outcomes of the Programme

This programme has been developed in accordance with the QAA Subject Benchmark Statement for Master's Degrees in Business and Management (BM) (2023).

Please note: The programme's intended learning outcomes below are described at the Masters level (Level 7).

On successful completion of this programme, you will be expected to:

LO1	Demonstrate systematic knowledge and a critical understanding of issues and insights in the field of management, informed by literature at the forefront of academic research within the broader management discipline and professional management practice. (BM 4.4)
LO2	Demonstrate a critical understanding of similarities, differences, and connections between management models and frameworks and their interconnections with current developments and emerging trends in the broader management field. (BM 4.4)
LO3	Apply critical insights and transferable skills to demonstrate self-direction and originality in tackling and solving management problems in complex and unpredictable contexts. (BM 4.4)
LO4	Formulate and communicate ideas and solutions to complex business problems to stakeholders with different levels of expertise. (BM 4.4)
LO5	Critically apply established techniques of research and inquiry to collect and evaluate a range of data, theories, and information from a variety of sources in the broader domain of management within a global business context. (BM 4.4)
LO6	Critically evaluate complex business problems both systematically and creatively to make sound judgements in the absence of complete data. (BM 4.4)
LO7	Integrate theoretical foundations of specialized areas of business and management with current developments and trends by critically examining the main management theories, principles, and methodological approaches. (BM 4.4)
LO8	Plan and execute relevant research projects in the field of management, including the evaluation and interpretation thereof to present original arguments and insights. (BM 4.4)

In addition to these Learning Outcomes, if you register for a Specialism, you will also be expected to:

For International Marketing Specialism:

LO9	Demonstrate a comprehensive understanding of brand management principles and key success factors for modern sales organisations, including analysis, positioning, optimisation, performance measurement, and international pricing strategies.
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LO10	Demonstrate proficiency in consumer behaviour analysis and marketing research methodologies, including understanding decision-making processes, identifying influences, selecting appropriate methods, evaluating challenges, and applying ethical practices to support global marketing strategies.
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For Finance & Accounting Specialism

LO9	Apply advanced knowledge of corporate finance and investment principles to effectively evaluate financing options, analyse investment vehicles, and make informed decisions in a global investment context, considering theoretical constructs and practical applications.
LO10	Demonstrate a critical understanding of international controllership, management accounting, financial accounting, and control principles, enabling the design and optimisation of management accounting and control systems to support strategic decision-making and compliance with regulatory requirements in multinational organisations.

For IT Management Specialism

LO9	Demonstrate comprehensive knowledge and skills in IT project management, including critically reflecting on project knowledge, developing project management concepts, and evaluating team organisation and leadership.
LO10	Apply advanced principles of IT architecture and governance, including analysing existing architectures, managing change requests, understanding IT service management, and ensuring compliance with IT governance frameworks.

For Engineering Management Specialism

LO9	Apply theoretical foundations and practical techniques to effectively evaluate, design, and engineer Internet of Things (IoT) products and modern manufacturing methods, including additive techniques, in response to manufacturing challenges and trends.
LO10	Apply principles and techniques of (new) product development, including the use of digital tools and methodologies, as well as adopt a Design Thinking mindset to evaluate, select, and implement appropriate methods for human-centred design tasks.

For Big Data Management Specialism

LO9	Demonstrate a systematic understanding of data science by identifying and evaluating data-driven approaches, applying domain-specific knowledge for objective identification, and evaluating business-centric model evaluation for data analysis.
LO10	Apply advanced data analytics techniques by understanding cloud computing and distributed computing's role, utilizing in-memory database technologies, and critically analysing software solutions to evaluate and select appropriate technological solutions for specific application domains.

For Leadership Specialism

LO9	Critically discuss current employee behaviour and motivational theories, workplace issues, decision-making processes, conflict resolution, and leadership concepts in practical management situations.
LO10	Demonstrate a comprehensive understanding of organisational change processes, including conceptual frameworks, formal and informal structures, stakeholder analysis, change leadership, and effective communication against the background of business ethics principles and corporate governance theories.

For Artificial Intelligence Specialism

LO9	Critically discuss and apply advanced AI concepts to societal issues and current research trends, demonstrating comprehensive problem-solving and theoretical exploration skills.
LO10	Critically evaluate historical and modern developments in AI, apply this knowledge to expert systems and use cases, and use common metrics and tools for project evaluation.

4. The Structure of the Programme

The MSc Management with or without Specialism programme is offered as a 1-year full-time programme or in part-time mode over a 1.5 or 2-year period.

All modules in the programme are assigned to Level 7.

To achieve the full master's award, you need to complete modules with a combined weight of 180 credits.

MSc Management programme without Specialism

- is divided into modules which include both compulsory and elective modules weighing 15 credits each and a thesis weighing 45 credits.

- you need to complete the four compulsory modules, one module from Elective A category, four from Elective B category (maximum of three from any one group) and the final thesis. The final thesis must have a management focus.

MSc Management programme with Specialism

- is divided into modules which include both compulsory modules and electives, as well as specialism modules weighing 15 credits each and a thesis weighing 45 credits.
- you need to complete the four compulsory modules, one module from Elective A category, four modules assigned to the corresponding Specialism in Elective B category and the final thesis.

Table 1: Structure of the Programme

Module Code	Module Name	Credit	Compulsory / Elective
LIBFEXDLMBGE	Managing in a Global Economy	15	C
LIBFEXDLMBSME	Strategic Management	15	C
LIBFWAWADLMARM	Advanced Research Methods	15	C
LIBFWACSDLMBAEOIM	Operations and Information Management	15	C
Elective from Group A		15	E
1 st Specialism Module / Elective from Group B		15	C/E
2 nd Specialism Module / Elective from Group B		15	C/E
3 rd Specialism Module / Elective from Group B		15	C/E
4 th Specialism Module / Elective from Group B		15	C/E
LIBFMTDLMMTHES	Master Thesis	45	C

Table 2: List of Electives A

Module Code	Module Name	Credit	Specialism / Subject Area*
Electives A			
LIBFWAREDLMMGSMPO	Seminar: Managing People and Organizations	15	n/a
LIBFWACSDLMBIE-01	Innovation and Entrepreneurship	15	n/a
LIBFEXDLMBME-01	Managerial Economics	15	n/a
LIBFEXDLMINTMAB_E	Managing Across Borders	15	n/a

Table 3: List of Specialism modules / Electives B

Please note: Students registered for MSc Management with Specialism need to complete all 4 modules within a Specialism. Students registered for MSc Management without Specialism need to complete 4 modules from the Electives B category without exceeding the limit of 3 modules from a Subject/Specialism Area.

Module Code	Module Name	Credit	Specialism / Subject Area*
Specialisms / Electives B			
LIBFEXDLMBSPBE1	Global Brand Management	15	IM
LIBFEXDLMBSPBE2	Sales and Pricing	15	IM
LIBFEXDLMBCBR1	International Consumer Behavior	15	IM
LIBFEXDLMBCBR2	Applied Marketing Research	15	IM
LIBFEXDLMBCFIE1	Advanced Corporate Finance	15	F&A
LIBFEXDLMBCFIE2	Investment Analysis and Portfolio Management	15	F&A
LIBFEXDLMBACCE1	Advanced Management Accounting & Control	15	F&A
LIBFEXDLMFATRLB_E	Current Issues in Accounting	15	F&A
LIBFEXDLMCSITPM	IT Project Management	15	ITM
LIBFWACSDLMBITPAM2	IT Architecture Management	15	ITM

LIBFEXDLMBITGSM1	IT Service Management	15	ITM
LIBFEXDLMBITGSM2	IT Governance and Compliance	15	ITM
LIBFEXDLMBMMIIT1	Internet of Things	15	EM
LIBFEXDLMBMMIIT2	Manufacturing Methods Industry 4.0	15	EM
LIBFEXDLMBPDDT1	Product Development	15	EM
LIBFWAPRDLMBPDDT2	Design Thinking	15	EM
LIBFEXDLMBDSA1	Data Science	15	BDM
LIBFWAWADLMBDSA2	Analytical Software and Frameworks	15	BDM
LIBFEXDLMBBD1	Data Utilization	15	BDM
LIBFWACSDLMBBD2-01	Application Scenarios and Case Studies	15	BDM
LIBFWACSDLMBLSE-02	Leadership	15	L
LIBFWACSDLMBBCM	Change Management	15	L
LIBFWAWADLMBAEBECG	Business Ethics and Corporate Governance	15	L
LIBFWAREDLMCILM	Seminar Current Issues in Leadership & Management	15	L
LIBFEXDLMAIAI	Artificial Intelligence	15	AI
LIBFWAREDLMIAISAI	Seminar: AI and Society	15	AI
LIBFWAWADLMDSUCE	Use Case and Evaluation	15	AI
LIBFWAREDLMIAISCTAI	Seminar: Current Topics in AI	15	AI

*

IM = International Marketing	F&A = Finance & Accounting	ITM = IT Management	EM = Engineering Management
BDM = Big Data Management	L = Leadership	AI = Artificial Intelligence	

5. Teaching, Learning and Assessment

Information about teaching, learning and assessment can be found in the Teaching, Learning and Assessment Strategy.

Our programmes are designed to:

- integrate theory with practice,
- develop your ability to critique and challenge models and theoretical frameworks,
- stimulate debate, discussion, and research,
- foster a variety of academic skills,
- be accessible and inclusive,
- develop global citizens.

You are expected to undertake a considerable amount of independent study, including reading, industry-related research, and personal reflection.

Teaching Formats

You will have access to both asynchronous and synchronous teaching formats.

Via the Course Feed in the virtual learning environment, myCampus, you will be able to contact the module tutor in a flexible and accessible way.

This is also where Intensive Live Sessions are conducted synchronously with video-based elements. They serve to answer students' individual questions as well as to allow for group discussions.

Additionally, Learning Sprints¹ will offer a seven-week intense learning experience in which the lecturers guide students through the learning material in a very structured manner, with the goal of successfully preparing them to take the final assessment at the end. During this time, frequent synchronous online meetings are held, offering keynote speeches and interactive tasks.

Both the Intensive Live Sessions and Learning Sprints are recorded to further assist asynchronous learning.

Learning Resources

You will have access to a wide range of resources, which may include the following:

- myCampus: This Moodle-based central information and digital learning platform is organized based on programmes and modules. On the respective module pages in myCampus, you can access all study materials (e.g., course books (i.e., text books, reading lists, practice exams, and video galleries) as well as the links to all related resources and databases (e.g., MS Teams, links to the library for further reading, contact details of lecturers, links to the booking tool for online exams, and the Turnitin submissions page).
- Learnhub App: You can access your learning materials in a digital app and have all your notes and highlights synchronised. The app supports different learning formats, such as reading and annotating course books using different colour codes, assessing

¹ Offered only when the minimum number of participants is reached.

knowledge with interactive self-tests, or watching the latest videos of the current module.

- Our comprehensive online library is aligned with the study content and kept up to date. Compulsory and further reading is mentioned in the course and module descriptions available for the students and aims to provide them with unlimited access.

Assessment & Feedback

Regulations relating to progression and assessment, including information on late submissions, are as set out in The London Institute of Banking & Finance's General and Academic Regulations for Students.

Assessment strategies follow The London Institute of Banking & Finance's Higher Education Accessible and Inclusive Learning Policy.

Assessment consists of both formative and summative approaches, and feedback and feedforward are provided as outlined in the London Institute of Banking & Finance's Higher Education Assessing Learning & Feedback Policy. The different types of assessment used by the London Institute of Banking & Finance are described in the Higher Education Types of Summative Assessment Guidance.

Module assessment methods are included in Module Handbooks which are made available in myCampus.

6. Credit and Award

Credit Framework

The MSc Management programme is made up of 180 FHEQ credits. One credit approximates to 10 student effort hours; therefore, the total course requires an average of 1,800 hours of effort. Typically, one ECTS credit is the equivalent to two UK credits, although this may vary depending on the individual European state's requirements.

Award

On successful completion of the full programme, you will receive one of the following awards:

- MSc Management
- MSc Management with International Marketing
- MSc Management with Finance & Accounting
- MSc Management with IT Management
- MSc Management with Engineering Management
- MSc Management with Big Data Management
- MSc Management with Leadership

- MSc Management with Artificial Intelligence

Regulations

The London Institute of Banking & Finance's General and Academic Regulations for Students detail

- regulations governing the award of credit,
- how grades for awards are granted,
- time limits for completion of programmes of study, and
- capping of marks and regulations relating to the resitting of assessment components
- academic misconduct e.g., malpractice, and
- accreditation of prior learning (APL).

Exit Awards

In line with The London Institute of Banking & Finance's General and Academic Regulations for Students, the following applies:

Postgraduate Certificate (PgCert)	minimum of 60 credits, of which at least 40 credits must be at Level 7
Postgraduate Diploma (PgDip)	minimum of 120 credits, of which at least 90 credits must be at Level 7

Note: The London Institute of Banking & Finance does not award interim qualifications. For example, a student registered for the Master's degree will not automatically be awarded a Postgraduate Diploma or Certificate on completion of the required number of credits.

7. Professional Recognition

Credits gained via accreditation of prior learning (APL) into our awards may mean that students will not get certain exemptions from other institutions' higher education or professional awards that recognise our programmes.

8. Criteria for Admission

Normally, successful applicants will possess a 2.2 Honours degree (or equivalent) from a recognised institution.

Applicants not possessing this requirement may be considered if they can demonstrate their ability to achieve at this level and contribute to the debates, discussions, and work of the learning set. In this case, applicants may be interviewed and / or required to submit a piece of written work in addition to their application to enable an assessment to be made of their suitability for the programme.

Applicants for whom English is not their first language would be expected to demonstrate their competence through achieving an IELTS score of 6.5 or above with no element below 6.0 (or equivalent). An online English test is offered (SPEEX) if IELTS not available. Alternatively, evidence you have previously studied in English at an appropriate level and at a recognised institution, may be accepted.

9. Benchmarks

External

- QAA UK Quality Code, including:
 - Subject Benchmark Statement for Masters Degrees in Business and Management (2023)
 - Level 7 descriptors in the Framework for Higher Education Qualifications in England, Wales and Northern Ireland
 - Master's degree characteristics
 - The Frameworks for Higher Education Qualifications of UK Degree Awarding Bodies (FHEQ)
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Internal

- The London Institute of Banking & Finance Code of Practice
- The London Institute of Banking & Finance General and Academic Regulations for Students

In addition, research with the relevant sector has been undertaken to ensure that the learning outcomes of the programme addresses identified skills and knowledge gaps.

10. Links

Teaching, Learning and Assessment Strategy

[The London Institute of Banking & Finance's General and Academic Regulations for Students](#)

[The London Institute of Banking & Finance's Code of Practice for Quality Assurance, Chapter 3: Accreditation of Prior Learning \(APL\)](#)

Accessible and Inclusive Learning Policy

Types of Summative Assessment

Higher Education Assessing Learning & Feedback Policy

[Subject Benchmark Statement for Master's Degrees in Business and Management](#)

[Framework for Higher Education Qualifications in England, Wales and Northern Ireland](#)

[Characteristics Statement: Master's Degree](#)

[Higher Education Credit Framework for England](#)

11. Curriculum Map of Modules Against Intended Learning Outcomes of Programme

Module Code	Module Name	Compulsory / Elective	Programme Learning Outcomes							
			LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8
LIBFEXDLMBGE	Managing in a Global Economy	C	X	X					X	
LIBFEXDLMB SME	Strategic Management	C			X			X		
LIBFWAWADLMARM	Advanced Research Methods	C					X			X
LIBFWACSDLMB AEOIM	Operations and Information Management	C	X		X	X		X	X	
LIBFWAREDLMMGSMPO	Seminar: Managing People and Organizations	E (Group A)	X	X		X	X			X
LIBFWACSDLMBIE-01	Innovation and Entrepreneurship	E (Group A)		X	X	X		X	X	
LIBFEXDLMBME-01	Managerial Economics	E (Group A)	X						X	
LIBFEXDLMINTMAB_E	Managing Across Borders	E (Group A)	X						X	
Specialist Modules / Electives from Group B										
LIBFMTDLMMTHES	Master Thesis	C	X	X	X	X	X	X	X	X

This table shows the distribution of the programme’s intended learning outcomes (as specified in the programme specification) across the programme modules.

12. Curriculum Map of Modules Eligible for Specialism Against Intended Learning Outcomes of Programme

Module Code	Module Name											
		LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9*	LO10*	Specialism
LIBFEXDLMBSPBE1	Global Brand Management	X						X		X		IM
LIBFEXDLMBSPBE2	Sales and Pricing									X		IM
LIBFEXDLMBCBR1	International Consumer Behavior	X									X	IM
LIBFEXDLMBCBR2	Applied Marketing Research							X			X	IM
LIBFEXDLMBCFIE1	Advanced Corporate Finance	X								X		F&A
LIBFEXDLMBCFIE2	Investment Analysis and Portfolio Management							X		X		F&A
LIBFEXDLMBACCE1	Advanced Management Accounting & Control	X	X					X			X	F&A
LIBFEXDLMFATRLB_E	Current Issues in Accounting		X								X	F&A
LIBFEXDLMCSITPM	IT Project Management	X						X		X		ITM
LIBFWACSDLMBITPAM2	IT Architecture Management				X		X				X	ITM

LIBFEXDLMBITGSM1	IT Service Management										X	ITM
LIBFEXDLMBITGSM2	IT Governance and Compliance										X	ITM
LIBFEXDLMBMMIIT1	Internet of Things									X		EM
LIBFEXDLMBMMIIT2	Manufacturing Methods Industry 4.0									X		EM
LIBFEXDLMBPDDT1	Product Development										X	EM
LIBFWAPRDLMBPDDT2	Design Thinking			X	X				X		X	EM
LIBFEXDLMBDSA1	Data Science									X		BDM
LIBFWAWADLMBDSA2	Analytical Software and Frameworks					X					X	BDM
LIBFEXDLMBBD1	Data Utilization										X	BDM
LIBFWACSDLMBBD2-01	Application Scenarios and Case Studies			X	X		X				X	BDM
LIBFWACSDLMBLSE-02	Leadership	X	X	X			X			X		L
LIBFWACSDLMBBCM	Change Management		X	X	X		X				X	L
LIBFWAWADLMBAEBCG	Business Ethics and Corporate Governance	X				X	X	X	X		X	L
LIBFWAREDLMCILM	Seminar Current Issues in Leadership & Management	X	X		X	X	X	X		X		L
LIBFEXDLMAIAI	Artificial Intelligence										X	AI
LIBFWAREDLMASIS	Seminar: AI and Society				X	X			X	X		AI

LIBFWAWADLMDSUCE	Use Case and Evaluation					X					X	AI
LIBFWAREDLMAISCTAI	Seminar: Current Topics in AI				X	X			X	X		AI
*Learning Outcomes 9 and 10 are specific for each Specialism.												

13. Mapping of Teaching Formats and Types of Media Used in the Programme Modules

Module Code	Module Name	Compulsory / Elective	Type of Assessment ¹	Teaching Formats ²			Types of Media ³					
				CF	ILSE	LS ⁴	CB	RL	OT	RB	V	PE
LIBFEXDLMBGE	Managing in a Global Economy	C	EX	X	X	X	X	X	X		X	X
LIBFEXDLMB SME	Strategic Management	C	EX	X	X	X	X	X	X		X	X
LIBFWAWADLMARM	Advanced Research Methods	C	WAWA	X	X	X	X	X	X		X	
LIBFWACSDLMB AEOIM	Operations and Information Management	C	WACS	X	X	X	X	X	X		X	
LIBFWAREDLMM GSMPO	Seminar: Managing People and Organizations	E	WARE	X	X	X						
LIBFWACSDLMB IE-01	Innovation and Entrepreneurship	E	WACS	X	X	X	X	X	X		X	
LIBFEXDLMB ME-01	Managerial Economics	E	EX	X	X	X	X	X	X		X	X
LIBFEXDLMINTMAB_E	Managing Across Borders	E	EX	X	X	X	X	X	X		X	X
Specialist Modules / Electives from Group B												
LIBFMTDLMM THES	Master Thesis		MT									
This table shows the distribution of teaching formats and types of media used in the programme modules.												

¹EX = Exam, WAWA = Written assignment, WACS = Case study, WARE = Research essay, WAPR = Project report, P = Portfolio, AW = Advanced Workbook, OARP = Oral Assignment + Reflection Paper, OPRRP = Oral Project Report + Reflection Paper, BT/MT = Bachelor / Master Thesis

²CF = Course Feed, ILSE = Intensive Live Sessions, LS = Learning Sprints

³CB = Course Book, RL = Reading List, OT = Online Test, RB = Review Book, V = Videos, PE = Practice Exams

⁴Offered only when the minimum number of participants is reached.

14. Mapping of Teaching Formats and Types of Media Used in the Modules Eligible for Specialism / Elective B Modules

Module Code	Module Name	Type of Assessment ¹	Specialism / Subject Area ²	Teaching Formats ³			Types of Media ⁴					
				CF	ILSE	LS ⁵	CB	RL	OT	RB	V	PE
LIBFEXDLMBSPBE1	Global Brand Management	EX	IM	X	X	X	X	X	X		X	X
LIBFEXDLMBSPBE2	Sales and Pricing	EX	IM	X	X	X	X	X	X		X	X
LIBFEXDLMBCBR1	International Consumer Behavior	EX	IM	X	X	X	X	X	X		X	X
LIBFEXDLMBCBR2	Applied Marketing Research	EX	IM	X	X	X	X	X	X		X	X
LIBFEXDLMBCFIE1	Advanced Corporate Finance	EX	F&A	X	X	X	X	X	X		X	X
LIBFEXDLMBCFIE2	Investment Analysis and Portfolio Management	EX	F&A	X	X	X	X	X	X		X	X
LIBFEXDLMBACCE1	Advanced Management Accounting & Control	EX	F&A	X	X	X	X	X	X		X	X
LIBFEXDLMFATRLB_E	Current Issues in Accounting	EX	F&A	X	X	X	X	X	X		X	X
LIBFEXDLMCITPM	IT Project Management	EX	ITM	X	X	X	X	X	X		X	X

LIBFWACSDLMBITPAM2	IT Architecture Management	WACS	ITM	X	X	X	X	X	X		X	
LIBFEXDLMBITGSM1	IT Service Management	EX	ITM	X	X	X	X	X	X		X	X
LIBFEXDLMBITGSM2	IT Governance and Compliance	EX	ITM	X	X	X	X	X	X		X	X
LIBFEXDLMBMMIIT1	Internet of Things	EX	EM	X	X	X	X	X	X		X	X
LIBFEXDLMBMMIIT2	Manufacturing Methods Industry 4.0	EX	EM	X	X	X	X	X	X		X	X
LIBFEXDLMBPDDT1	Product Development	EX	EM	X	X	X	X	X	X		X	X
LIBFWAPRDLMBPDDT2	Design Thinking	WAPR	EM	X	X	X	X				X	
LIBFEXDLMBDSA1	Data Science	EX	BDM	X	X	X	X	X	X		X	X
LIBFWAWADLMBDSA2	Analytical Software and Frameworks	WAWA	BDM	X	X	X	X	X	X		X	
LIBFEXDLMBBD1	Data Utilization	EX	BDM	X	X	X	X	X	X		X	X
LIBFWACSDLMBBD2-01	Application Scenarios and Case Studies	WACS	BDM	X	X	X	X	X	X		X	
LIBFWACSDLMBLSE-02	Leadership	WACS	L	X	X	X	X	X	X		X	
LIBFWACSDLMBBCM	Change Management	WACS	L	X	X	X	X	X	X		X	
LIBFWAWADLMBAEBCG	Business Ethics and Corporate Governance	WAWA	L	X	X	X	X	X	X	X	X	

LIBFWAREDLMCILM	Seminar Current Issues in Leadership & Management	WARE	L	X	X	X						
LIBFEXDLMAIAI	Artificial Intelligence	EX	AI	X	X	X	X	X	X		X	X
LIBFWAREDLMAISAI	Seminar: AI and Society	WARE	AI	X	X	X						
LIBFWAWADLMDSUCE	Use Case and Evaluation	WAWA	AI	X	X	X	X	X	X		X	
LIBFWAREDLMAISCTAI	Seminar: Current Topics in AI	WARE	AI	X	X	X						

This table shows the distribution of teaching formats and types of media used in the programme modules.

¹EX = Exam, WAWA = Written assignment, WACS = Case study, WARE = Research essay, WAPR = Project report, P = Portfolio, AW = Advanced Workbook, OARP = Oral Assignment + Reflection Paper, OPRRP = Oral Project Report + Reflection Paper, BT/MT = Bachelor / Master Thesis

²IM = International Marketing, F&A = Finance & Accounting, ITM = IT Management, EM = Engineering Management, BDM = Big Data Management, L = Leadership, AI = Artificial Intelligence

³CF = Course Feed, ILSE = Intensive Live Sessions, LS = Learning Sprints

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