



BACHELOR OF BUSINESS MANAGEMENT (BBM)

4-Year • 8-Semester • 240 ECTS

Complete Internationally Benchmarked Curriculum & Syllabus

DOCVERSITY UNIVERSITY

A4 Academic Programme Handbook

Version 1.0 • August 2026

Bachelor / First-Cycle Management Programme

Programme Status & International Recognition

Important: This is an internationally benchmarked BBM curriculum framework, not an accreditation certificate. Recognition of the resulting degree depends on Docversity University's legal authorization, national qualification-framework placement, institutional quality assurance and any external accreditation or recognition required in the relevant jurisdiction.

- 240 ECTS over four years: 60 ECTS per year and 30 ECTS per semester.
- Management-centered outcome-based design with applied learning, research, digital/AI literacy, ethics, sustainability and global management.
- Benchmarked to contemporary international business-school quality principles, including curriculum currency, experiential learning, digital agility and Assurance of Learning.
- ECTS supports workload transparency and mobility; national credit rules remain applicable where required.

Programme Specification

Item	Specification
Award	Bachelor of Business Management (BBM)
Institution	Docversity University
Duration	4 academic years / 8 semesters
Total credits	240 ECTS
Annual workload	60 ECTS
Semester workload	30 ECTS
Qualification level	Bachelor / first cycle; exact national level subject to competent authority
Delivery	Face-to-face, blended or online with equivalent learning outcomes and assessment integrity
Language	English recommended for international track; national requirements may apply
Internship	6 ECTS Industry Internship / Management Practicum
Capstone	6 ECTS Management Consulting / Capstone Project
Specialization	Four 6-ECTS management electives in Semesters 7–8

Programme Philosophy & Graduate Profile

The BBM is a management-focused bachelor's degree designed to prepare graduates for supervisory, managerial, entrepreneurial, consulting and specialist-support roles. It progresses from management foundations to functional management, leadership, strategy, digital transformation, analytics, professional practice and integrated executive decision-making.

Programme Learning Outcomes

Code	Competency	Graduate Outcome
PL01	Management Knowledge	Integrate management, economics, finance, marketing, HR, operations, law and strategy.
PL02	Managerial Analysis	Use quantitative, analytical and evidence-based methods to diagnose organizational problems.
PL03	Digital & AI Fluency	Use information systems, analytics and AI responsibly for managerial decisions and transformation.
PL04	Communication	Communicate decisions, analyses and recommendations clearly to professional and diverse audiences.
PL05	Ethical & Responsible Management	Apply ethics, governance, ESG, sustainability and stakeholder principles.
PL06	Global & Cross-Cultural Competence	Evaluate management challenges in international and multicultural contexts.
PL07	Innovation & Entrepreneurship	Identify opportunities, innovate, design

Code	Competency	Graduate Outcome
		solutions and create organizational value.
PLO8	Leadership & Teamwork	Lead individuals and teams, negotiate, coach and manage conflict constructively.
PLO9	Research Capability	Conduct applied management research using appropriate methods and academic integrity.
PLO10	Integrated Managerial Decision-Making	Integrate functional knowledge to make effective decisions under complexity and uncertainty.
PLO11	Professional Readiness	Demonstrate professionalism, reflection, employability and lifelong learning.

Curriculum Architecture

- Semesters 1–2 — Management Foundation & Business Literacy — 60 ECTS.
- Semesters 3–4 — Functional Management & Applied Skills — 60 ECTS.
- Semesters 5–6 — Leadership, Strategy, Analytics & Professional Practice — 60 ECTS.
- Semesters 7–8 — Advanced Management, AI, Global Leadership & Specialization — 60 ECTS.

8-Semester Study Plan

Semester 1 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM101	Foundations of Management	6	150	Management concepts, managerial roles, planning, organizing, staffing, directing, controlling and contemporary management.
BBM102	Business Economics	6	150	Demand, supply, elasticity, market structures, costs, pricing, macroeconomic environment and business cycles.
BBM103	Financial Accounting for Managers	6	150	Accounting cycle, financial statements, costing basics, controls and managerial interpretation of financial information.
BBM104	Business Mathematics & Decision Models	6	150	Algebra, financial mathematics, functions, optimization, probability and quantitative decision-making.
BBM105	Business Communication & Professional Skills	6	150	Business writing, presentations, reports, meetings, negotiation basics, professional etiquette and intercultural communication.

Semester 2 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM106	Organizational Behavior	6	150	Individual behavior, motivation, teams, leadership, communication, culture, power, conflict and organizational change.
BBM107	Business Statistics & Analytics Foundations	6	150	Descriptive statistics, probability, sampling, inference, correlation,

Code	Course	ECTS	Workload	Indicative Content
				regression and spreadsheet-based analysis.
BBM108	Digital Management & Information Systems	6	150	Digital organizations, enterprise systems, databases, business processes, cloud, cybersecurity and data governance.
BBM109	Marketing Management	6	150	Market orientation, segmentation, targeting, positioning, product, pricing, promotion, distribution and branding.
BBM110	Human Resource Management	6	150	Workforce planning, recruitment, selection, training, performance, compensation, employee relations and talent.

Semester 3 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM201	Operations Management	6	150	Process design, capacity, productivity, quality, inventory, scheduling, lean systems and operations strategy.
BBM202	Business Law & Corporate Governance	6	150	Contracts, business entities, agency, compliance, corporate governance, consumer protection and dispute resolution.
BBM203	Managerial Accounting & Control	6	150	Cost behavior, budgeting, CVP, variance analysis, responsibility accounting and management control.
BBM204	Principles of Finance	6	150	Time value of money, financial planning, working capital, investment decisions, risk-return and capital structure.
BBM205	Business Research Methods	6	150	Research problems, literature review, research design, sampling, data collection, ethics and research proposals.

Semester 4 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM206	Strategic Human Resource Management	6	150	HR strategy, talent management, workforce analytics, learning, performance systems, rewards and employee engagement.
BBM207	Consumer & Digital Marketing	6	150	Consumer behavior, customer journeys, digital channels, CRM, content, social media and marketing analytics.
BBM208	Project Management	6	150	Scope, schedule, budget, risk, procurement, stakeholders, agile methods and project governance.
BBM209	Entrepreneurship & Innovation Management	6	150	Opportunity recognition, business models, design

Code	Course	ECTS	Workload	Indicative Content
				thinking, lean innovation, venture planning and growth.
BBM210	Managerial Information & Decision Support	6	150	MIS, dashboards, KPIs, data quality, decision support, business intelligence and managerial reporting.

Semester 5 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM301	Strategic Management	6	150	External/internal analysis, competitive advantage, business models, corporate strategy, implementation and strategic control.
BBM302	International Management	6	150	Globalization, international institutions, country risk, global teams, entry strategies and multinational management.
BBM303	Leadership & Management Development	6	150	Leadership theories, influence, coaching, emotional intelligence, team leadership, change leadership and executive development.
BBM304	Supply Chain & Logistics Management	6	150	Procurement, logistics, inventory, distribution, supplier relations, resilience, technology and sustainable supply chains.
BBM305	Business Research & Applied Analysis	6	150	Advanced research design, qualitative/quantitative analysis, evidence evaluation and applied management study.

Semester 6 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM306	Performance Management & People Analytics	6	150	Performance systems, KPIs, talent metrics, workforce data, analytics, employee experience and evidence-based HR.
BBM307	Business Data Analytics for Managers	6	150	Data preparation, visualization, regression, forecasting, scenarios, dashboards and managerial recommendations.
BBM308	Managerial Finance & Investment	6	150	Valuation, capital budgeting, financing, portfolio concepts, risk management and financial decision-making.
BBM309	Business Ethics, ESG & Sustainability	6	150	Ethical frameworks, CSR, ESG, stakeholder management, sustainability strategy and responsible leadership.
BBM310	Industry Internship / Management Practicum	6	150	Supervised workplace learning, management tasks, professional conduct, reflection, employer evaluation and portfolio.

Semester 7 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM401	Artificial Intelligence & Digital Transformation Management	6	150	AI strategy, generative AI, automation, digital transformation, governance, privacy, bias and change management.
BBM402	Global Strategy & Cross-Cultural Leadership	6	150	Global competitive strategy, cross-cultural management, international leadership and global collaboration.
BBM403	Business Intelligence & Executive Dashboards	6	150	KPIs, data models, visualization, BI, executive reporting, decision narratives and data governance.
BBM404	Management Specialization Elective I	6	150	Advanced study in an approved management specialization.
BBM405	Management Specialization Elective II	6	150	Advanced study in an approved management specialization.

Semester 8 — 30 ECTS

Code	Course	ECTS	Workload	Indicative Content
BBM406	Integrated Management Simulation	6	150	Integrated decisions in strategy, people, operations, marketing, finance, analytics and ethics under uncertainty.
BBM407	Management Consulting / Capstone Project	6	150	Organizational problem, diagnosis, research, recommendations, implementation roadmap, report and oral defense.
BBM408	Management Specialization Elective III	6	150	Advanced specialization study and applied management problem-solving.
BBM409	Management Specialization Elective IV	6	150	Advanced specialization study and professional application.
BBM410	Professional Practice, Career & Employability	6	150	Career strategy, CV, interviews, networking, professional identity, entrepreneurship and postgraduate planning.

Management Specialization Elective Catalogue

Students select four 6-ECTS electives in Semesters 7–8, subject to prerequisites, scheduling and minimum enrollment. The catalogue may be updated through formal academic governance.

Code	Elective
M01	Strategic Leadership
M02	Change Management
M03	Talent Management
M04	Learning & Development
M05	Organizational Development
M06	Human Resource Analytics
M07	Advanced Marketing Management
M08	Brand & Product Management

M09	Digital Marketing Strategy
M10	Sales Management
M11	Financial Management for Executives
M12	FinTech & Digital Finance
M13	Operations Analytics
M14	Quality Management & Six Sigma Foundations
M15	Procurement & Strategic Sourcing
M16	Project Leadership
M17	Innovation & Design Thinking
M18	Startup & Venture Management
M19	Family Business Management
M20	International Trade Management
M21	Sustainable Supply Chain Management
M22	Business Analytics with Python
M23	Cybersecurity & Risk Management
M24	Digital Product Management
M25	Healthcare Management
M26	Hospitality & Tourism Management
M27	Public & Nonprofit Management
M28	Sports & Event Management
M29	Retail & Omnichannel Management
M30	Corporate Communication & Reputation

Detailed Course Syllabus Framework

Semester 1

BBM101 — Foundations of Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Management concepts, managerial roles, planning, organizing, staffing, directing, controlling and contemporary management.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Foundations of Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM102 — Business Economics

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Demand, supply, elasticity, market structures, costs, pricing, macroeconomic environment and business cycles.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Economics.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM103 — Financial Accounting for Managers

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Accounting cycle, financial statements, costing basics, controls and managerial interpretation of financial information.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Financial Accounting for Managers.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM104 — Business Mathematics & Decision Models

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Algebra, financial mathematics, functions, optimization, probability and quantitative decision-making.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Mathematics & Decision Models.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM105 — Business Communication & Professional Skills

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Business writing, presentations, reports, meetings, negotiation basics, professional etiquette and intercultural communication.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Communication & Professional Skills.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Semester 2

BBM106 — Organizational Behavior

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Individual behavior, motivation, teams, leadership, communication, culture, power, conflict and organizational change.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Organizational Behavior.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM107 — Business Statistics & Analytics Foundations

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Descriptive statistics, probability, sampling, inference, correlation, regression and spreadsheet-based analysis.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Statistics & Analytics Foundations.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM108 — Digital Management & Information Systems

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Digital organizations, enterprise systems, databases, business processes, cloud, cybersecurity and data governance.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Digital Management & Information Systems.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM109 — Marketing Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Market orientation, segmentation, targeting, positioning, product, pricing, promotion, distribution and branding.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Marketing Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM110 — Human Resource Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Workforce planning, recruitment, selection, training, performance, compensation, employee relations and talent.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Human Resource Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Semester 3

BBM201 — Operations Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Process design, capacity, productivity, quality, inventory, scheduling, lean systems and operations strategy.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Operations Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM202 — Business Law & Corporate Governance

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Contracts, business entities, agency, compliance, corporate governance, consumer protection and dispute resolution.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Law & Corporate Governance.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM203 — Managerial Accounting & Control

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Cost behavior, budgeting, CVP, variance analysis, responsibility accounting and management control.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Managerial Accounting & Control.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM204 — Principles of Finance

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Time value of money, financial planning, working capital, investment decisions, risk-return and capital structure.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Principles of Finance.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM205 — Business Research Methods

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Research problems, literature review, research design, sampling, data collection, ethics and research proposals.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Research Methods.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Semester 4

BBM206 — Strategic Human Resource Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** HR strategy, talent management, workforce analytics, learning, performance systems, rewards and employee engagement.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Strategic Human Resource Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM207 — Consumer & Digital Marketing

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Consumer behavior, customer journeys, digital channels, CRM, content, social media and marketing analytics.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Consumer & Digital Marketing.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM208 — Project Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Scope, schedule, budget, risk, procurement, stakeholders, agile methods and project governance.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Project Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM209 — Entrepreneurship & Innovation Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Opportunity recognition, business models, design thinking, lean innovation, venture planning and growth.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Entrepreneurship & Innovation Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM210 — Managerial Information & Decision Support

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** MIS, dashboards, KPIs, data quality, decision support, business intelligence and managerial reporting.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Managerial Information & Decision Support.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Semester 5

BBM301 — Strategic Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** External/internal analysis, competitive advantage, business models, corporate strategy, implementation and strategic control.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Strategic Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM302 — International Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Globalization, international institutions, country risk, global teams, entry strategies and multinational management.

Course learning outcomes:

- Explain major concepts, theories and frameworks in International Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM303 — Leadership & Management Development

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Leadership theories, influence, coaching, emotional intelligence, team leadership, change leadership and executive development.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Leadership & Management Development.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM304 — Supply Chain & Logistics Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Procurement, logistics, inventory, distribution, supplier relations, resilience, technology and sustainable supply chains.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Supply Chain & Logistics Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM305 — Business Research & Applied Analysis

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced research design, qualitative/quantitative analysis, evidence evaluation and applied management study.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Research & Applied Analysis.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Semester 6

BBM306 — Performance Management & People Analytics

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Performance systems, KPIs, talent metrics, workforce data, analytics, employee experience and evidence-based HR.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Performance Management & People Analytics.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM307 — Business Data Analytics for Managers

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Data preparation, visualization, regression, forecasting, scenarios, dashboards and managerial recommendations.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Data Analytics for Managers.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM308 — Managerial Finance & Investment

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Valuation, capital budgeting, financing, portfolio concepts, risk management and financial decision-making.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Managerial Finance & Investment.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM309 — Business Ethics, ESG & Sustainability

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Ethical frameworks, CSR, ESG, stakeholder management, sustainability strategy and responsible leadership.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Ethics, ESG & Sustainability.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM310 — Industry Internship / Management Practicum

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Supervised workplace learning, management tasks, professional conduct, reflection, employer evaluation and portfolio.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Industry Internship / Management Practicum.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Host/employer evaluation 25%; reflective journal 15%; practicum report 40%; professional portfolio/presentation 20%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Semester 7

BBM401 — Artificial Intelligence & Digital Transformation Management

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** AI strategy, generative AI, automation, digital transformation, governance, privacy, bias and change management.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Artificial Intelligence & Digital Transformation Management.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM402 — Global Strategy & Cross-Cultural Leadership

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Global competitive strategy, cross-cultural management, international leadership and global collaboration.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Global Strategy & Cross-Cultural Leadership.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM403 — Business Intelligence & Executive Dashboards

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** KPIs, data models, visualization, BI, executive reporting, decision narratives and data governance.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Business Intelligence & Executive Dashboards.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM404 — Management Specialization Elective I

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced study in an approved management specialization.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Management Specialization Elective I.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM405 — Management Specialization Elective II

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced study in an approved management specialization.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Management Specialization Elective II.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Semester 8

BBM406 — Integrated Management Simulation

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Integrated decisions in strategy, people, operations, marketing, finance, analytics and ethics under uncertainty.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Integrated Management Simulation.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Simulation performance 30%; decision memos 20%; team analysis 20%; executive presentation 20%; individual reflection 10%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM407 — Management Consulting / Capstone Project

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Organizational problem, diagnosis, research, recommendations, implementation roadmap, report and oral defense.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Management Consulting / Capstone Project.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Proposal 10%; evidence review 15%; diagnosis/analysis 25%; final report 30%; oral defense 20%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM408 — Management Specialization Elective III

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced specialization study and applied management problem-solving.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Management Specialization Elective III.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM409 — Management Specialization Elective IV

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced specialization study and professional application.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Management Specialization Elective IV.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

BBM410 — Professional Practice, Career & Employability

Credits / workload: 6 ECTS / approximately 150 total learner hours. **Scope:** Career strategy, CV, interviews, networking, professional identity, entrepreneurship and postgraduate planning.

Course learning outcomes:

- Explain major concepts, theories and frameworks in Professional Practice, Career & Employability.
- Apply appropriate management methods, tools or frameworks to organizational problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

Indicative assessment: Continuous assessment 30%; applied case/project 20%; midterm assessment 20%; final integrative assessment/examination 30%.

Learning activities: interactive teaching, cases, workshops, problem-based learning, simulations, group projects, research, digital practice and independent study.

Teaching, Learning & Assessment Framework

- Each 6-ECTS course represents approximately 150 total learner hours under this framework.
- Use active learning through cases, projects, simulations, authentic organizational data and presentations.
- Assessment should progressively measure knowledge, application, analysis, evaluation and creation.
- Each core course should include an authentic/applied assessment where feasible.
- AI-assisted work must follow course-level rules for disclosure, verification, privacy and academic integrity.
- Assessment rubrics should map course outcomes to programme outcomes.

Industry Internship / Management Practicum

BBM310 is a required 6-ECTS professional-learning component in an approved organization. It should provide meaningful exposure to management, administration, operations, HR, marketing, projects, customer service, analytics or related organizational work.

- Pre-placement learning agreement and objectives.
- Host supervisor and University academic supervisor.
- Workload consistent with 6 ECTS and applicable national rules.
- Evidence portfolio and reflective journal.
- Final practicum report connecting workplace experience to BBM outcomes.

Management Consulting / Capstone Project

- Define a significant organizational or management problem.
- Review academic and professional evidence.
- Use an appropriate diagnostic/research method and ethical data practices.
- Analyze findings and identify root causes, options and risks.
- Develop feasible recommendations, implementation roadmap and KPIs.
- Submit a professional report and complete an oral defense.

Assurance of Learning & Continuous Improvement

Docversity University should operate a documented Assurance of Learning system using direct and indirect evidence, measurable programme benchmarks, improvement actions and follow-up evaluation.

- Direct evidence: capstone, research, simulations, presentations, analytics and management projects.

- Indirect evidence: graduate surveys, employer feedback, practicum evaluations and progression data.
- Maintain a PLO-to-course map showing introduction, development and demonstration.
- Set measurable performance benchmarks for selected PLOs.
- Document curriculum changes and evaluate whether changes improve outcomes.
- Use faculty, students, alumni, employers and external academic reviewers in programme review.

Academic, AI, Data & Professional Policies

Academic Integrity: Plagiarism, fabrication, falsification, unauthorized collaboration and prohibited or undisclosed AI use are academic misconduct.

Responsible AI: AI may be used only where permitted; students must disclose use where required, verify outputs and protect confidential data.

Assessment Integrity: Use proportionate controls to protect identity, authorship, examination security and authenticity.

Data & Privacy: Protect student, client and organizational information according to applicable privacy and confidentiality requirements.

Inclusive Learning: Provide reasonable academic support and accessible resources consistent with applicable law and University policy.

Professional Conduct: Students must demonstrate respectful, ethical and professional behavior in academic, digital, internship and consulting settings.

Faculty, Resources & Student Support

- Appropriately qualified faculty and professionally current practitioners where appropriate.
- Current course outlines, cases, readings, rubrics and digital learning resources.
- Access to business databases, library resources, analytics tools and management simulations.
- Academic advising, career services, internship coordination and digital-learning support.
- Equivalent learning outcomes and assessment validity for online/blended delivery.
- Faculty development in pedagogy, assessment, analytics, digital management and responsible AI.

Graduation Requirements

- Successful completion of all 240 ECTS.
- Successful completion of the 6-ECTS management practicum/internship.
- Successful completion and oral defense of the 6-ECTS capstone.
- Compliance with University academic-integrity, progression and graduation regulations.
- Completion of any national statutory requirements applicable to bachelor's degrees.

International Benchmarking & Recognition

This curriculum is internationally benchmarked rather than automatically accredited. It uses the ECTS framework and incorporates contemporary business-management education principles: curriculum currency, experiential learning, technology and AI agility, ethical leadership, internationalization, employability and Assurance of Learning. Legal degree recognition and accreditation require authorization by the appropriate competent authorities.

- European Commission — European Credit Transfer and Accumulation System (ECTS).
- AACSB International — Global Standards for Business Education (2026).
- UNESCO Institute for Statistics — ISCED 2011 bachelor/first-cycle Level 6 reference.

Recommended Curriculum Governance

- BBM Programme Committee — curriculum coherence, PLO mapping and annual monitoring.
- Faculty Board — course approval, assessment standards and academic progression.
- Industry Advisory Board — employability, management practice, technology and professional relevance.
- Quality Assurance Unit — Assurance of Learning and programme review.
- Academic Affairs / Registrar — official programme specification, transcript and graduation rules.
- External academic reviewers — periodic review of academic level, comparability and assessment.

Document Control

Field	Entry
Document	BBM 4-Year / 8-Semester Complete Curriculum & Syllabus
Institution	Docversity University
Version	1.0
Date	August 2026
Format	A4
Total Credits	240 ECTS
Review	Annual course currency review; formal programme review on approved institutional cycle
Approval	To be completed by authorized academic governance and the competent regulator/accreditor, as applicable