MASTER OF BUSINESS ADMINISTRATION (MBA)

2-Year • 4-Semester • 120 ECTS

Complete Internationally Benchmarked Curriculum & Academic Handbook

DOCVERSITY UNIVERSITY

A4 Programme Handbook

Version 1.0 • August 2026

Graduate / Second-Cycle Degree

Programme Status & International Recognition

Important: This is an internationally benchmarked MBA curriculum framework, not an accreditation certificate or guarantee of degree recognition. Formal recognition depends on Docversity University's legal authority, applicable national higher-education regulations, quality assurance and any required external accreditation.

- Duration: 2 academic years / 4 semesters.
- Total: 120 ECTS proposed framework; 30 ECTS per semester.
- Balanced core in management, finance, marketing, HR, operations, strategy, analytics and leadership.
- Strong applied orientation through consulting, practicum and integrated capstone work.
- Contemporary coverage of digital transformation, AI, ESG, responsible business and global management.

Programme Specification

Item	Specification
Award	Master of Business Administration (MBA)
Institution	Docversity University
Duration	2 academic years / 4 semesters
Total credits	120 ECTS proposed framework
Semester load	30 ECTS
Qualification level	Graduate / second cycle; exact national level subject to competent authority
Mode	Full-time; campus, blended or approved delivery model
Language	English recommended for international track
Assessment	Coursework, cases, projects, presentations, examinations, practicum and capstone
Entry	Bachelor's degree or recognized equivalent plus institutional admission requirements

Programme Educational Objectives

- Develop managers capable of making evidence-based decisions in complex business environments.
- Integrate functional business knowledge into strategic and cross-functional decisions.
- Build leadership, communication, innovation and change-management capabilities.
- Apply analytics, technology, AI and responsible-business principles to organizational problems.
- Prepare graduates for management, consulting, entrepreneurship, executive and specialist careers.

Programme Learning Outcomes

Code	Outcome Area	Learning Outcome
PLO1	**Business Knowledge**	Integrate advanced knowledge of management, finance, marketing, HR, operations, strategy and business environment.
PLO2	**Strategic Thinking**	Analyze complex organizational situations and formulate competitive strategies.
PLO3	**Decision Analytics**	Use quantitative and qualitative evidence, analytics and appropriate technology to support decisions.
PLO4	**Leadership**	Demonstrate ethical leadership, communication, negotiation, teamwork and change-management capabilities.
PLO5	**Innovation**	Identify opportunities, develop business models and manage innovation and entrepreneurial initiatives.
PLO6	**Global Perspective**	Evaluate international, cross-cultural, geopolitical and global-market factors.
PLO7	**Responsible Management**	Apply ethics, governance, sustainability, ESG and stakeholder principles.
PLO8	**Digital Capability**	Evaluate digital transformation, information systems, AI and data-driven business models.
PLO9	**Applied Research**	Conduct structured business research

Code	Outcome Area	Learning Outcome
		and translate findings into managerial recommendations.
PLO10	**Professional Practice**	Deliver professional consulting, projects and executive presentations with measurable recommendations.

4-Semester Curriculum

Semester 1 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MBA501	Management Principles & Organizational Behavior	6	150	Management foundations, organizational behavior, motivation, teams, culture and contemporary management.
MBA502	Managerial Economics & Business Environment	6	150	Micro/macro economics, market structures, policy, business cycles and global business environment.
MBA503	Financial Accounting & Managerial Reporting	6	150	Financial statements, accounting analysis, costing, budgeting and managerial reporting.
MBA504	Marketing Management & Consumer Insights	6	150	Marketing strategy, segmentation, positioning, consumer behavior, branding and market research.
MBA505	Business Research Methods & Analytics I	6	150	Research design, data collection, descriptive/inferential statistics, business analytics and evidence-based decisions.

* Indicative workload under the proposed ECTS model.

Semester 2 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MBA506	Corporate Finance & Investment Management	6	150	Financial decisions, valuation, capital structure, working capital, investment analysis and risk-return.
MBA507	Strategic Human Resource Management	6	150	Talent management, performance, rewards, employment relations, workforce planning and people analytics.
MBA508	Operations & Supply Chain Management	6	150	Process design, quality, capacity, inventory, logistics, procurement and supply-chain strategy.
MBA509	Strategic Management & Competitive Advantage	6	150	Strategy formulation, industry analysis, resources/capabilities, competitive advantage and execution.
MBA510	Business Research Methods & Analytics II	6	150	Regression, multivariate analysis, dashboards, predictive analytics, research reporting and applied decision models.

* Indicative workload under the proposed ECTS model.

Semester 3 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MBA511	Digital Transformation &	6	150	Enterprise systems, digital

Code	Course	ECTS	Indicative Hours	Focus
	Information Systems			platforms, data governance, cybersecurity awareness, AI and transformation strategy.
MBA512	Entrepreneurship, Innovation & New Venture Management	6	150	Opportunity recognition, innovation, business models, venture finance, growth and entrepreneurial leadership.
MBA513	Business Law, Corporate Governance & Ethics	6	150	Business law, contracts, governance, compliance, ethics, stakeholder responsibility and risk.
MBA514	International Business & Global Strategy	6	150	Globalization, international markets, trade, cross-cultural management and multinational strategy.
MBA515	Leadership, Change & Executive Development	6	150	Leadership theories, change management, negotiation, communication, coaching and executive effectiveness.

* Indicative workload under the proposed ECTS model.

Semester 4 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MBA516	Business Analytics, AI & Decision Intelligence	6	150	Advanced analytics, AI applications, forecasting, decision models, responsible AI and managerial dashboards.
MBA517	Sustainability, ESG & Responsible Business	6	150	ESG, sustainability strategy, climate/business risk, circularity, impact measurement and responsible management.
MBA518	Strategic Management Elective / Specialization	6	150	Advanced study in an approved specialization aligned with career and professional goals.
MBA519	Industry Consulting Project / Management Practicum	6	150	Live organizational problem, diagnosis, analysis, recommendations, implementation roadmap and executive presentation.
MBA520	MBA Capstone: Integrated Business Strategy	6	150	Integrated strategy project demonstrating finance, marketing, operations, HR, analytics, leadership and strategic judgment.

* Indicative workload under the proposed ECTS model.

MBA Specialization / Elective Catalogue

Students normally select one specialization/elective pathway subject to faculty availability and programme regulations.

Code	Elective / Specialization
EL01	Finance & Investment Management
EL02	Marketing & Digital Marketing
EL03	Human Resource Management & People Analytics
EL04	Operations & Supply Chain Management
EL05	Strategic Management
EL06	International Business
EL07	Entrepreneurship & Innovation

Code	Elective / Specialization
EL08	Business Analytics & Artificial Intelligence
EL09	Digital Transformation & Information Systems
EL10	Project Management
EL11	Healthcare Management
EL12	Hospitality & Tourism Management
EL13	Banking & Financial Services
EL14	Corporate Governance & Risk Management
EL15	Sustainability & ESG Management
EL16	Family Business Management
EL17	Public & Nonprofit Management
EL18	Technology Management
EL19	Sales & Business Development
EL20	Real Estate Management

Detailed Course Syllabus

Semester 1

MBA501 — Management Principles & Organizational Behavior

Credits: 6 ECTS. **Course scope:** Management foundations, organizational behavior, motivation, teams, culture and contemporary management.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA502 — Managerial Economics & Business Environment

Credits: 6 ECTS. **Course scope:** Micro/macro economics, market structures, policy, business cycles and global business environment.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA503 — Financial Accounting & Managerial Reporting

Credits: 6 ECTS. **Course scope:** Financial statements, accounting analysis, costing, budgeting and managerial reporting.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.

- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA504 — Marketing Management & Consumer Insights

Credits: 6 ECTS. **Course scope:** Marketing strategy, segmentation, positioning, consumer behavior, branding and market research.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA505 — Business Research Methods & Analytics I

Credits: 6 ECTS. **Course scope:** Research design, data collection, descriptive/inferential statistics, business analytics and evidence-based decisions.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Applied assignments/data analysis 30%; case or research project 30%; presentation 10%; final examination/project 30%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

Semester 2

MBA506 — Corporate Finance & Investment Management

Credits: 6 ECTS. **Course scope:** Financial decisions, valuation, capital structure, working capital, investment analysis and risk-return.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA507 — Strategic Human Resource Management

Credits: 6 ECTS. **Course scope:** Talent management, performance, rewards, employment relations, workforce planning and people analytics.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA508 — Operations & Supply Chain Management

Credits: 6 ECTS. **Course scope:** Process design, quality, capacity, inventory, logistics, procurement and supply-chain strategy.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA509 — Strategic Management & Competitive Advantage

Credits: 6 ECTS. **Course scope:** Strategy formulation, industry analysis, resources/capabilities, competitive advantage and execution.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA510 — Business Research Methods & Analytics II

Credits: 6 ECTS. **Course scope:** Regression, multivariate analysis, dashboards, predictive analytics, research reporting and applied decision models.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Applied assignments/data analysis 30%; case or research project 30%; presentation 10%; final examination/project 30%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

Semester 3

MBA511 — Digital Transformation & Information Systems

Credits: 6 ECTS. **Course scope:** Enterprise systems, digital platforms, data governance, cybersecurity awareness, AI and transformation strategy.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA512 — Entrepreneurship, Innovation & New Venture Management

Credits: 6 ECTS. **Course scope:** Opportunity recognition, innovation, business models, venture finance, growth and entrepreneurial leadership.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA513 — Business Law, Corporate Governance & Ethics

Credits: 6 ECTS. **Course scope:** Business law, contracts, governance, compliance, ethics, stakeholder responsibility and risk.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA514 — International Business & Global Strategy

Credits: 6 ECTS. **Course scope:** Globalization, international markets, trade, cross-cultural management and multinational strategy.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA515 — Leadership, Change & Executive Development

Credits: 6 ECTS. **Course scope:** Leadership theories, change management, negotiation, communication, coaching and executive effectiveness.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

Semester 4

MBA516 — Business Analytics, AI & Decision Intelligence

Credits: 6 ECTS. **Course scope:** Advanced analytics, AI applications, forecasting, decision models, responsible AI and managerial dashboards.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Applied assignments/data analysis 30%; case or research project 30%; presentation 10%; final examination/project 30%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA517 — Sustainability, ESG & Responsible Business

Credits: 6 ECTS. **Course scope:** ESG, sustainability strategy, climate/business risk, circularity, impact measurement and responsible management.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA518 — Strategic Management Elective / Specialization

Credits: 6 ECTS. **Course scope:** Advanced study in an approved specialization aligned with career and professional goals.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Case analysis 20%; individual/Group assignment 20%; participation/presentation 10%; final examination/project 50%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA519 — Industry Consulting Project / Management Practicum

Credits: 6 ECTS. **Course scope:** Live organizational problem, diagnosis, analysis, recommendations, implementation roadmap and executive presentation.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.
- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Project proposal 10%; consulting/strategy report 40%; implementation/financial analysis 20%; executive presentation/defense 20%; reflection 10%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

MBA520 — MBA Capstone: Integrated Business Strategy

Credits: 6 ECTS. **Course scope:** Integrated strategy project demonstrating finance, marketing, operations, HR, analytics, leadership and strategic judgment.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic business cases and competing strategic or managerial alternatives.

- Use appropriate evidence, data and digital tools to support recommendations.
- Communicate decisions and recommendations professionally to managerial audiences.

Indicative assessment: Project proposal 10%; consulting/strategy report 40%; implementation/financial analysis 20%; executive presentation/defense 20%; reflection 10%.

Learning activities: case studies, simulations, lectures, workshops, business projects, guest-executive sessions, team activities and independent study.

Industry Consulting Project / Management Practicum

- Students work on an approved real or simulated organizational problem.
- Typical stages: client/problem definition, diagnosis, data collection, analysis, alternatives, recommendation, implementation roadmap and executive presentation.
- Deliverables should include a professional consulting report and evidence-based presentation.
- Assessment should involve faculty supervision and, where feasible, external/client feedback.

MBA Capstone

- The capstone integrates strategy, finance, marketing, HR, operations, technology, analytics and leadership.
- Students develop a comprehensive business strategy, transformation plan, new venture plan or strategic consulting solution.
- Expected outputs: executive summary, industry/competitor analysis, strategic choices, operating model, financial analysis, risk plan, implementation roadmap and KPIs.
- Final assessment should include a written report and executive defense/presentation.

Teaching, Learning & Assessment Framework

- Case-based and problem-based learning should form a major component of the programme.
- Use simulations, live projects, consulting assignments, presentations and data laboratories alongside formal teaching.
- Assessment should emphasize application, integration, judgment and professional communication rather than recall alone.
- Continuous feedback and formative assessment should support student development.
- Assessment integrity, moderation and transparent rubrics should be institutional requirements.

Technology, AI & Responsible Business

- Students should understand practical business applications of AI, analytics and digital platforms.
- AI use in assignments should follow explicit course rules, with appropriate disclosure and verification.
- Students remain accountable for the accuracy, originality, confidentiality and citations of submitted work.
- Digital transformation should be considered alongside cybersecurity, data governance, ethics and organizational change.

International Benchmarking

The MBA framework is benchmarked around widely used graduate-business education principles: integrated management knowledge, applied learning, leadership development, analytical decision-making, global awareness, ethical responsibility and measurable professional outcomes. Formal accreditation or international recognition requires separate institutional and external processes.

- Graduate/second-cycle higher-education principles and qualification frameworks.
- ECTS principles where ECTS is used.
- International expectations for business-school curriculum integration and assurance of learning.
- Responsible management, sustainability and ethical-business principles.
- Contemporary employer expectations for digital, analytical and leadership capability.

Admission Requirements

- Recognized bachelor's degree or equivalent from an accredited/authorized institution, subject to applicable law.
- English-language proficiency for an English-medium programme, where required.
- Application documents and academic transcripts.
- Professional experience may be recommended or required depending on the MBA track.
- Interview, entrance test or management aptitude assessment where specified by University policy.

Graduation Requirements

- Complete the approved 120-ECTS programme.
- Pass all required core courses and approved specialization/elective requirements.
- Successfully complete the industry consulting project/management practicum.
- Successfully complete the integrated MBA capstone.
- Meet academic integrity, attendance, assessment and administrative requirements.

Quality Assurance & Governance

- MBA Programme Committee — curriculum, delivery and programme outcomes.
- Faculty/Academic Board — academic standards, assessment and progression.
- Quality Assurance Unit — course evaluations, graduate outcomes, assurance-of-learning evidence and programme review.
- Industry Advisory Board — employer relevance, skills, technology and market feedback.
- External academic reviewers — periodic independent curriculum and assessment review.

Document Control

Field	Entry
Document	MBA — 2-Year / 4-Semester Complete Curriculum & Academic Handbook
Institution	Docversity University
Version	1.0
Date	August 2026
Format	A4
Total Credits	120 ECTS proposed framework
Review	Annual curriculum monitoring; formal programme review on approved institutional cycle
Approval	To be completed by authorized academic governance and competent regulator/accreditor, as applicable