



MASTER OF MANAGEMENT STUDIES (MMS)

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 MMS 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.
- Management-focused graduate degree emphasizing analytical, strategic, leadership and professional capabilities.
- Applied learning through cases, projects, simulations, practicum and integrated capstone.
- Contemporary coverage of digital transformation, AI, sustainability, ESG and global management.

Programme Specification

Item	Specification
Award	Master of Management Studies (MMS)
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 capable managers who can analyze organizations and make evidence-based decisions.
- Integrate functional management knowledge into strategic and cross-functional action.
- Build leadership, communication, innovation, negotiation and change capabilities.
- Apply analytics, technology, AI, sustainability and governance principles responsibly.
- Prepare graduates for management, consulting, entrepreneurship, specialist and supervisory careers.

Programme Learning Outcomes

Code	Outcome Area	Learning Outcome
PL01	Management Knowledge	Integrate advanced knowledge of management, finance, marketing, HR, operations, strategy and business environment.
PL02	Analytical Decision-Making	Analyze complex management problems using evidence, data and appropriate analytical tools.
PL03	Strategic Capability	Formulate, evaluate and implement organizational and competitive strategies.
PL04	Leadership & People	Demonstrate leadership, communication, teamwork, negotiation and change-management capabilities.
PL05	Innovation	Identify opportunities and manage innovation, entrepreneurship and organizational improvement.
PL06	Global Perspective	Evaluate international, cross-cultural and geopolitical influences on management.
PL07	Responsible Management	Apply ethics, governance, sustainability, ESG and stakeholder principles.
PL08	Digital Capability	Evaluate digital transformation, information systems, AI and data-driven management.

Code	Outcome Area	Learning Outcome
PLO9	Applied Research	Conduct structured management research and translate evidence into practical recommendations.
PLO10	Professional Practice	Deliver professional projects, consulting outputs and executive presentations.

4-Semester Curriculum

Semester 1 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MMS501	Foundations of Management & Organizational Behavior	6	150	Management thought, organizational structures, motivation, teams, culture, decision-making and contemporary management.
MMS502	Managerial Economics & Business Environment	6	150	Microeconomics, macroeconomics, markets, policy, business cycles, regulation and business environment analysis.
MMS503	Financial Accounting & Management Control	6	150	Financial statements, accounting interpretation, costing, budgeting, responsibility accounting and control systems.
MMS504	Marketing Management & Customer Strategy	6	150	Segmentation, targeting, positioning, consumer behavior, branding, marketing mix and customer value.
MMS505	Business Research Methods & Statistics	6	150	Research design, sampling, measurement, data collection, descriptive and inferential statistics and research reporting.

* Indicative workload under the proposed ECTS model.

Semester 2 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MMS506	Corporate Finance & Financial Decision-Making	6	150	Valuation, capital budgeting, financing, capital structure, working capital, risk-return and financial strategy.
MMS507	Human Resource Management & Talent Development	6	150	Workforce planning, recruitment, performance, rewards, learning, employee relations, talent and people analytics.
MMS508	Operations & Supply Chain Management	6	150	Process management, quality, capacity, inventory, procurement, logistics, lean systems and supply-chain strategy.
MMS509	Strategic Management & Competitive Analysis	6	150	Industry analysis, resources/capabilities, competitive positioning, corporate strategy, implementation and control.
MMS510	Business Analytics & Decision Science	6	150	Data preparation, visualization, regression, forecasting, decision models, dashboards and evidence-based management.

* Indicative workload under the proposed ECTS model.

Semester 3 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MMS511	Digital Business & Information Systems	6	150	Enterprise systems, digital platforms, data governance, cybersecurity awareness, AI and digital transformation.
MMS512	Entrepreneurship, Innovation & New Venture Management	6	150	Opportunity recognition, innovation processes, business models, venture planning, growth and entrepreneurial leadership.
MMS513	Corporate Governance, Business Law & Ethics	6	150	Contracts, corporate governance, compliance, risk, ethics, stakeholder responsibility and responsible business.
MMS514	International & Cross-Cultural Management	6	150	Globalization, international markets, trade, cultural intelligence, multinational management and global strategy.
MMS515	Leadership, Negotiation & Change Management	6	150	Leadership, influence, negotiation, communication, organizational change, coaching and conflict management.

* Indicative workload under the proposed ECTS model.

Semester 4 — 30 ECTS

Code	Course	ECTS	Indicative Hours	Focus
MMS516	Artificial Intelligence, Analytics & Digital Transformation	6	150	AI-enabled management, predictive analytics, automation, digital strategy, responsible AI and transformation roadmaps.
MMS517	Sustainability, ESG & Responsible Management	6	150	ESG, sustainability strategy, climate/business risk, circular economy, impact measurement and stakeholder management.
MMS518	Management Specialization Elective	6	150	Advanced elective aligned with career and professional interests.
MMS519	Management Consulting Project / Practicum	6	150	Live organizational problem, diagnosis, analysis, recommendations, implementation plan and professional presentation.
MMS520	Integrated Management Capstone	6	150	Cross-functional strategy project integrating finance, marketing, HR, operations, analytics, leadership and implementation.

* Indicative workload under the proposed ECTS model.

MMS Specialization / Elective Catalogue

Students select an approved elective/specialization according to academic interests, career goals, supervisor/faculty advice and programme capacity.

Code	Elective / Specialization
EL01	Strategic Management
EL02	Finance & Investment Management

Code	Elective / Specialization
EL03	Marketing & Digital Marketing
EL04	Human Resource Management & People Analytics
EL05	Operations & Supply Chain Management
EL06	International Business
EL07	Entrepreneurship & Innovation
EL08	Business Analytics & AI
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	Organizational Development & Change

Detailed Course Syllabus

Semester 1

MMS501 — Foundations of Management & Organizational Behavior

Credits: 6 ECTS. **Course scope:** Management thought, organizational structures, motivation, teams, culture, decision-making and contemporary management.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS502 — Managerial Economics & Business Environment

Credits: 6 ECTS. **Course scope:** Microeconomics, macroeconomics, markets, policy, business cycles, regulation and business environment analysis.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS503 — Financial Accounting & Management Control

Credits: 6 ECTS. **Course scope:** Financial statements, accounting interpretation, costing, budgeting, responsibility accounting and control systems.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS504 — Marketing Management & Customer Strategy

Credits: 6 ECTS. **Course scope:** Segmentation, targeting, positioning, consumer behavior, branding, marketing mix and customer value.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS505 — Business Research Methods & Statistics

Credits: 6 ECTS. **Course scope:** Research design, sampling, measurement, data collection, descriptive and inferential statistics and research reporting.

Indicative learning outcomes:

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

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

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

Semester 2**MMS506 — Corporate Finance & Financial Decision-Making**

Credits: 6 ECTS. **Course scope:** Valuation, capital budgeting, financing, capital structure, working capital, risk-return and financial strategy.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS507 — Human Resource Management & Talent Development

Credits: 6 ECTS. **Course scope:** Workforce planning, recruitment, performance, rewards, learning, employee relations, talent and people analytics.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS508 — Operations & Supply Chain Management

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

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS509 — Strategic Management & Competitive Analysis

Credits: 6 ECTS. **Course scope:** Industry analysis, resources/capabilities, competitive positioning, corporate strategy, implementation and control.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS510 — Business Analytics & Decision Science

Credits: 6 ECTS. **Course scope:** Data preparation, visualization, regression, forecasting, decision models, dashboards and evidence-based management.

Indicative learning outcomes:

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

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

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

Semester 3

MMS511 — Digital Business & Information Systems

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

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS512 — Entrepreneurship, Innovation & New Venture Management

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

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS513 — Corporate Governance, Business Law & Ethics

Credits: 6 ECTS. **Course scope:** Contracts, corporate governance, compliance, risk, ethics, stakeholder responsibility and responsible business.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS514 — International & Cross-Cultural Management

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

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS515 — Leadership, Negotiation & Change Management

Credits: 6 ECTS. **Course scope:** Leadership, influence, negotiation, communication, organizational change, coaching and conflict management.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

Semester 4

MMS516 — Artificial Intelligence, Analytics & Digital Transformation

Credits: 6 ECTS. **Course scope:** AI-enabled management, predictive analytics, automation, digital strategy, responsible AI and transformation roadmaps.

Indicative learning outcomes:

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

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

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

MMS517 — Sustainability, ESG & Responsible Management

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

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS518 — Management Specialization Elective

Credits: 6 ECTS. **Course scope:** Advanced elective aligned with career and professional interests.

Indicative learning outcomes:

- Explain and critically apply relevant concepts, frameworks and professional practices.
- Analyze realistic management cases and competing alternatives.
- Use evidence, data and digital tools to support recommendations.
- Communicate decisions professionally to managerial and stakeholder 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 practitioners, team activities and independent study.

MMS519 — Management Consulting Project / Practicum

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

Indicative learning outcomes:

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

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

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

MMS520 — Integrated Management Capstone

Credits: 6 ECTS. **Course scope:** Cross-functional strategy project integrating finance, marketing, HR, operations, analytics, leadership and implementation.

Indicative learning outcomes:

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

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

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

Management Consulting Project / Practicum

- Students address an approved real or simulated organizational management problem.
- Stages normally include problem definition, diagnosis, data collection, analysis, alternatives, recommendations and implementation planning.
- Deliverables should include a professional management/consulting report and executive presentation.
- Where feasible, external/client feedback should complement faculty assessment.

Integrated Management Capstone

- Integrates strategy, finance, marketing, HR, operations, analytics, leadership, technology and responsible management.
- Students may develop an organizational strategy, transformation plan, business improvement plan, new venture plan or consulting solution.
- Expected outputs: executive summary, diagnosis, strategic choices, operating plan, financial/impact analysis, risk plan, implementation roadmap and KPIs.
- Assessment should include a written report and executive defense/presentation.

Teaching, Learning & Assessment

- Use case-based, problem-based and experiential learning as core approaches.
- Employ simulations, live projects, presentations, data laboratories and practitioner engagement.
- Assessment should emphasize application, integration, judgment and professional communication.
- Use transparent rubrics, moderation and feedback to assure consistent academic standards.

Digital Transformation, AI & Responsible Management

- Develop practical understanding of AI, analytics, automation, digital platforms and data-driven management.
- AI use in coursework should follow explicit institutional/course rules and appropriate disclosure.
- Students remain accountable for accuracy, originality, confidentiality, citations and ethical use of AI-assisted work.
- Digital strategy should be considered alongside cybersecurity, data governance, organizational change and responsible innovation.

International Benchmarking

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

- Graduate/second-cycle qualification principles.
- ECTS principles where ECTS is used.
- International expectations for management curriculum integration and assurance of learning.
- Responsible management, sustainability and ethical-business principles.

- Employer expectations for analytical, digital, leadership and communication capabilities.

Admission Requirements

- Recognized bachelor's degree or equivalent, subject to applicable law.
- English-language proficiency where required for an English-medium programme.
- Application and academic transcripts.
- Professional experience may be recommended or required depending on the chosen pathway.
- Interview, entrance examination or management aptitude assessment where specified by University policy.

Graduation Requirements

- Complete the approved 120-ECTS programme.
- Pass all core courses and approved specialization/elective requirements.
- Successfully complete the Management Consulting Project / Practicum.
- Successfully complete the Integrated Management Capstone.
- Meet academic integrity, attendance, assessment and administrative requirements.

Quality Assurance & Governance

- MMS Programme Committee — curriculum, delivery and programme outcomes.
- Academic Board — academic standards, assessment and progression.
- Quality Assurance Unit — course evaluations, graduate outcomes and programme review.
- Industry Advisory Board — employer relevance and professional skills.
- External academic reviewers — periodic independent review of curriculum and assessment.

Document Control

Field	Entry
Document	MMS — 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