



Module 1: Organisational Change Principles and Practice

Competences

- a) Become a high-performing agent of change or OD consultant leading individuals and Organisation towards the implementation of a strategic change and deep transformation.
- b) Manage a fundamental Organisational change integrating forefront effective strategies and methods.
- c) Understand complex change initiatives identifying most advanced theory and proper latest tools.
- d) Respond to, and plan for, rapid and unexpected business fluctuations in a competent and fully autonomous way.

Knowledge

- a) Understand at a deep level the forces that are transforming traditional management goals and practices;
- b) Describe modern frameworks for making strategic business decisions in light of digitisation and data analytics;
- c) Explain the importance of the political, cultural and technological contexts in Organisational change;
- d) Understand why implementation of Organisational change frequently fails;
- e) Describe the roles of change agent(s), internal and/or external change management or OD consultants;
- f) Understand the effective development of customised change and OD intervention strategies as well as the full familiarity with and complete ability to use and adapt existing techniques for effecting change;
- g) Assess the needs of creating effective change in the context of the Organisation's strategy at very deep level.

Skills

- a) Create advanced corporate strategies, structures, procedures, and technologies to deal with change stemming from internal and external conditions.
- b) Apply principles of managing change and Organisation development to human service Organisations and social systems at all levels of practice.
- c) Design creative solutions to Organisational problems using advanced theories and latest tools about Organisational change





- d) Arrange different leadership styles in a change process, according to any particular environment.

Module-Specific Learner Skills

- a) Critically diagnose the needs of an Organisation in order to create an effective change;
- b) Assess an Organisation's readiness for change through a critical and complete analysis;
- c) Assess business actions and measure their effects according to forefront models of Organisational change.

Module-Specific Digital Skills and Competences

- a) Lead an Organisational change using digital transformation as a fundamental pillar.
- b) Apply data analytics as a main tool for Organisational change.

Module 2: Human Aspects of Change

Competences

- a) Create and manage strategies for effective teamwork using forefront theories and concepts from the behavioural sciences;
- b) Effectively deal with individual and group behaviour issues in Organisations related to communication, leadership, power and politics, conflicts and negotiations.
- c) Lead the human side of change management processes in all of their stages;
- d) Manage own and other people's emotions in a changing international environment;
- e) Deal with strategies for improving work performance and Organisational effectiveness using modern theories and concepts of motivation.

Knowledge

- a) Apply Organisational Behaviour models;
- b) Apply basic principles of leading and managing that affect Organisational behaviour, with an insight in ethical norms;
- c) Demonstrate an understanding of the latest challenges of effective Organisational communication;
- d) Demonstrate an understanding of the impact of cultures on Organisational behaviour: wide range of different perspectives overview;
- e) Apply a complete study on forefront models of group development;



- f) Demonstrate an understanding of actual strategies for conflict management at an advanced level.

Skills

- a) Utilise contemporary change management strategies for Organisational development enhancement and effective change facilitation.
- b) Apply behavioural science theories and concepts to devise strategies for improved teamwork and conflict management within Organisations.
- c) Cultivate people and leadership skills to bolster effectiveness in business management and leadership positions.

Module-Specific Learner Skills

- a) Study new possible Organisational Behaviour models in an academic research environment as well as in a professional executive context;
- b) Discuss and estimate new challenges related to resistance to change or conflict management undertaking further forefront studies from reliable sources.

Module 3: Business Strategies

Competences:

- a) Design creative solutions to strategic situations in different organisational contexts, integrating innovation frameworks like the Three Horizons of Growth or the Blue Ocean Strategy.
- b) Supervise new strategy formulation using latest key tools and techniques including methodologies for managing innovation such as Agile, Lean Startup, and Design Thinking.
- c) Advocate and foster an innovation culture within various types of organisations by implementing best practices gleaned from diverse case studies.

Knowledge:

- a) Assess the external environment focusing on trends and implications for innovation strategy development and implementation.
- b) Apply the business process in detail including the mission and vision, corporate objectives, organisational analysis, environment scanning, developing and evaluating alternative strategies and innovations, and selecting and implementing strategy.
- c) Apply advanced strategic and innovation analysis, including full internal and external analysis, using appropriate tools and techniques (e.g., PEST, market scanning, and innovation model frameworks).
- d) Demonstrate an understanding of the detailed concepts of sustaining and disruptive innovation, forefront paradigm shifts, and strategic innovation models.





Skills:

- a) Assess strategic and innovation options to make informed strategic decisions.
- b) Identify and apply relevant and current tools and techniques, including established innovation frameworks and methodologies, in developing effective strategies and innovation plans.
- c) Integrate innovation concepts with strategic management principles to create well-rounded innovation strategy proposals.
- d) Analyse real-world case studies to apply contemporary academic and professional theories with a focus on innovation strategy execution.

Module-Specific Learner Skills

- a) Integrate the latest theoretical academic knowledge on strategy and innovation to specific actual business situations.
- b) Undertake theoretical or experimental research activity to create innovative business strategy models and tools, considering innovative frameworks and methodologies.

Module-Specific Digital Skills and Competences

- a) Supervise the generation, manipulation, and analysis of data to support managerial decision-making, with an emphasis on innovation metrics and benchmarks.
- b) Evaluate and apply preliminary, intermediate, and advanced online search techniques for innovation strategies and best practices.

Module 4: Blockchain: Social and Business Innovations

Competences:

- a) Create and manage a business plan for new blockchain companies and related steps to attract investments (i.e. ICO);
- b) Advise at advanced level how blockchain technologies can potentially impact a company's organisation and its business strategy;
- c) Carry out strategic business decisions drawing on a deep knowledge of blockchain as well as related industries and technologies;
- d) Guide insights into general-purpose technologies that promise to shape the 21st Century;
- e) Navigate and implement blockchain technologies as part of a comprehensive digital strategy within organisations;
- f) Critically analyse and synthesise blockchain's role in digital transformation and its implications for business models and operations.

Knowledge:

- a) Demonstrate understanding of the blockchain concept, framework and dynamics;
- b) Demonstrate understanding of the advanced knowledge of current forefront and recent developments in large corporations implementing blockchain technology;
- c) Demonstrate insights into how blockchain will affect the next future of industry and organisations;
- d) Demonstrate understanding of the advanced knowledge inside Blockchain: current Distributed Ledger Technologies (DLT), Smart Contract Platforms (SCP) and their implementation;



- e) Demonstrate and understanding of the Initial Coin Offering (ICO) system: a forefront way to attracting investors for blockchain companies development;
- f) Demonstrate and understanding of the Law and Blockchain, from local to international perspectives: current National legislation on blockchain and crypto-currencies; European Commission policies related to Blockchain in different sectors and International overview.
- g) Develop a nuanced understanding of blockchain as a digital strategy enabler and its potential to revolutionise various sectors.
- h) Examine case studies that illustrate the integration of blockchain in digital strategy and transformation initiatives.

Skills:

- a) Explore blockchain's potential to streamline business operations and create cost efficiencies, focusing on improving transaction speed and simplicity.
- b) Develop blockchain-based applications tailored to specific business sectors, emphasising practical use cases and sector-specific advantages.
- c) Understand the broader application of blockchain technologies across various disciplines beyond cryptocurrency, exploring innovative uses.
- d) Design a strategy to incorporate an Initial Coin Offering (ICO) system into a real-world business challenge, assessing feasibility and compliance.
- e) Create a smart contract framework aimed at automating processes and enhancing the efficiency of organisational operations.
- f) Craft digital strategies that utilise blockchain technology to gain a competitive edge and enhance operational efficiency.
- g) Critically assess the application of blockchain innovations in practical scenarios, evaluating their strategic implications and potential business impacts.

Module-Specific Learner Skills

- a) Undertake advanced research into the strategic applications of blockchain and its role in digital strategy.
- b) Continually adapt to emerging blockchain trends within the context of digital strategy and transformation.

Module-Specific Digital Skills and Competences

- a) Acquire the ability to critically assess blockchain technologies from a strategic digital perspective.
- b) Master digital strategy frameworks that encompass blockchain innovations.

Module 5: AI: Social and Business Innovations

Competences:

- a) Manage an AI team in order to plan, design and manage innovative AI strategies in an organisation;
- b) Advise on opportunities to apply creative AI solutions on problems in organisations, having a clear understanding of its business benefits;



- c) Operate as international agent on AI development policies and related geopolitical issues;
- d) Deal with ethical and societal discussions surrounding AI at international level.

Knowledge:

- a) Define necessary steps in developing a robust and current AI strategy for competitive advantage;
- b) Describe the current trends in the use of AI in a variety of contexts, including customer retention and engagement;
- c) Identify ethical and societal issues that may emerge through the application of AI for business purposes;
- d) Discuss the impact that AI may have in the organisation of work and employment.

Skills:

- a) Draft an introductory overview of AI and Machine Learning concepts and technologies, outlining key components and their relevance in current business contexts.
- b) Implement advanced analytical models such as customer churn prediction and product propensity models to enhance customer retention and maximise product usage.
- c) Compile a detailed report on international AI policies, examining their impact on global AI development and analysing geopolitical trends affecting the field.
- d) Develop sophisticated recommender systems that enhance customer engagement with products and services, using the latest techniques in AI.
- e) Conduct in-depth research on the influence of AI on employment trends, including the potential for job creation and displacement across various sectors.
- f) Create a modern framework for segmenting large customer bases using AI and ML techniques to improve marketing and sales strategies.
- g) Present a thorough exploration of the social and ethical considerations associated with AI advancements, including potential benefits and challenges.

Module-Specific Learner Skills

- a) Challenge paradigms and “standard” solutions and create innovative and valuable AI alternatives;
- b) Create an AI business strategy in autonomy or within an AI team moving from a reactive to a proactive approach to commercial activities;
- c) Combine Business logic with AI technology to further enhance customers’ choices through their hidden needs and yet unrevealed interests.
- d) Make decisions having evaluated alternative AI options to cope with social challenges;
- e) Model the business context to understand relevant to VIP customers and how they move in various segments through AI while maximising profit and minimising campaign initiatives.

Module-Specific Digital Skills and Competences

- a) Understand the concepts and future of industrial automation and the opportunities it can bring.
- b) Have a thorough understanding AI technical development trends.



Module 6: Sustainable Business Management

Competences:

- a) Assess sustainability management as an approach to evaluating and minimising environmental impacts while achieving the expected social impact;
- b) Supervise sustainability management challenges identifying the drivers, risks, challenges and opportunities in autonomous and critical way;
- c) Manage an effective sustainability vision, strategy and plan implementation applying with autonomy the guiding principles and values;
- d) Carry out the application of theoretical frameworks to real world sustainability issues in innovative ways;
- e) Integrate knowledge from multiple sources and perspectives to understand environmental limits governing human societies, economies and social justice dimensions of sustainability;
- f) Deal with the institutional dimension of this approach in autonomy.

Knowledge:

- a) Develop an understanding of Management of Sustainability with an advanced knowledge on the following topics: rationale and political trends; introduction to sustainability management; International and European policies on sustainable development; the theoretical pillars in sustainability management studies;
- b) Develop an understanding of corporate sustainability and responsibility: the corporate sustainability perimeter, the corporate sustainability institutional framework, the integration of sustainability into strategic planning and regular business practices, and stakeholder engagement;
- c) Assess current issues and specific open questions on corporate sustainability management and competitiveness;
- d) Assess latest Green Management approaches and tools;
- e) Develop an understanding of current trends and research lines on sustainable management of resources, commodities and commons;
- f) Develop an understanding of the current policy complex environment in order to improve specific interactions with Institutions.

Skills:

- a) Develop strategies that prioritise sustainability and have the potential to significantly enhance long-term environmental responsibility within an organisation.
- b) Utilise and propose cutting-edge green management practices and tools to minimise environmental impact and drive the sustainable evolution of a business.
- c) Innovate business models that seamlessly integrate corporate strategy with sustainability goals, fostering a balance between profitability and environmental stewardship.
- d) Examine sustainability in the context of policy, planning, and economic strategies, bridging multiple disciplines for a holistic approach.
- e) Critically analyse the ethical, environmental, and sustainable factors influencing social impact decisions, and incorporate them into business processes and protocols.
- f) Undertake comprehensive research in Corporate Social Responsibility and Sustainable Development to identify best practices and future trends.

Module-Specific Learner Skills



- a) Plan and manage experimental research on corporate responsibility issues and sustainable business models in order to create new possible green solutions and approaches.
- b) Design innovative theoretical or practical approaches to cope with new possible sustainability challenges and emergent questions.
- c) Improve information about responsible use of resources future trends in an autonomous and reliable way.

Module-Specific Digital Skills and Competences

- a) Supervise how sustainability metrics are gathered and recorded in a database for analytical purpose.

Module 7: Research Methods

Competences:

- a) Create an innovative research project business oriented and supervise the full research process;
- b) Manage a research business team working on innovation in both qualitative or quantitative terms;
- c) Carry out forefront research activity at academic or professional level focused on latest business strategies and organisational changes.

Knowledge:

- a) Write a comprehensive introduction to Research and Scientific Investigations;
- b) Draw a complete overview on research types and related research process;
- c) Describe research design a comprehensive description on possible modern strategies and methods;
- d) Deal with data analysis: statistics and latest forefront analytic approach overview; focus on data interpretation and visualisation;
- e) Write a research final report, list innovative outcomes, identify legal aspects of published works.

Skills:

- a) Design research questions transforming a number of ideas and problems accordingly in order to design and manage the proper full research process;
- b) Plan and elaborate a research project to test a hypothesis using a standard approach as well as one of the latest analytical tools.

Module-Specific Learner Skills

- a) Assemble and critically review the latest and high-quality international research literature from reliable sources;
- b) Demonstrate understanding of the research gaps and research-practice gaps.

Module-Specific Digital Skills and Competences



- a) Practice sustainability metrics gathering and recording in a database for analytical purposes;
- b) Use information technologies to collect and visualise data for data analytics, professional networking and information security.

Module 8: Research Project

- a) Perform a literature reviews and filtrate information on emerging issues and complex matters;
- b) Be aware of the ethical principles of research, ethical challenges and approval processes;
- c) Frame business problems in terms of applicable theories and methodologies;
- d) Design methodologies to validate hypothesis;
- e) Test and validate hypothesis;
- f) Provide conclusions that are applicable in real contexts;
- g) Develop independent thinking for critically analysing research reports;
- h) Demonstrate efficient methods of writing.

Knowledge:

- a) Apply a wide range of literature sources, strategic contexts and challenges at different organisational levels appropriate to the subject area researched, including key principles of research methodology;
- b) Perform a literature review;
- c) Be aware of current debates and research in the subject area researched;
- d) Apply specific knowledge on a sector or issue related to the course;
- e) Be able to research ethically and with integrity;
- f) Develop a deep understanding of qualitative and quantitative methods.

Skills:

- a) Apply knowledge learnt in class to handle a business problem or an applied research question;
- b) Apply communication skills to complex written reports;
- c) Apply leadership skills to the management of field research and/or while interacting with businesses.

Module-Specific Learner Skills

- a) Research literature
- b) Develop hypothesis
- c) Design hypothesis testing
- d) Validate hypothesis through literature, field research or qualitative approaches
- e) Write a comprehensive piece of research about a business key question.

Module-Specific Digital Skills and Competences

- a) Leverage academic research databases
- b) Use statistic tools for quantitative data analysis (in case of research project with quantitative type methodologies)
- c) Use word processing tools
- d) Design a clear presentation