

GMBS MBA Programme Approval Process Documentation

This document summarises the process of design, consultation and internal approval of the MBA programme at GMBS. The individual steps – including stakeholder consultations, meetings of the relevant bodies and formal decisions – were carried out in accordance with the GMBS Internal Quality Assurance System for Higher Education (IQAS) and are documented in the accompanying annexes. The MBA programme accreditation application was submitted to the Malta Further and Higher Education Authority (MFHEA) on 07 May 2025; this file records the sequence of steps and decisions that preceded that submission.

1. Stakeholder Register

Purpose: This register identifies the internal and external stakeholders involved in the development of the MBA programme, together with their roles, areas of interest and documented contributions. In line with GMBS policy, relevant stakeholders are identified and consulted during the design and modification of new study programmes. Maintaining a record of stakeholder input supports programme relevance for students and employers and ensures that employer perspectives are retained within the formal programme documentation.

Stakeholder	Category / Role	Interest/Contribution
Enitech	External Industry Partner (ICT)	Employer perspective – Emphasized digital innovation and technology management in the curriculum. Provided input on industry-relevant skills for MBA graduates.
E-learnmedia	External Educational Technology Partner	E-learning expert – Advised on online delivery methods, virtual learning environment (VLE) integration, and interactive content to enhance student engagement.
iTernal	External IT Solutions Partner	Technical stakeholder – Advised on digital infrastructure needs for online program delivery and suggested data security and IT management topics to include.
DTI University	External Academic Partner	Academic collaborator – Reviewed programme structure for alignment with EQF standards and academic rigor. Suggested improvements in research methodology components and compliance with accreditation standards.
Al Wazzan GmbH	External Corporate Partner (Consulting)	Employer perspective – Provided international business outlook. Recommended inclusion of global

Stakeholder	Category / Role	Interest/Contribution
		case studies and cross-cultural management elements in the curriculum.
BECO Group	External Corporate Partner (Business Services)	Employer perspective – Focus on leadership and soft skills. Gave feedback on desired graduate competencies (e.g. leadership, ethics) and recommended practical project-based assessments.
University Institute of Economic and Legal Sciences	External Academic/Professional Body	MBA education specialist – Advised on best practices in MBA curriculum design and learning outcomes. Suggested strengthening the strategic leadership module and ensuring outcomes align with industry expectations.
GMBS Academic Staff (internal)	Internal Faculty and Programme Team	Internal stakeholders – Developed initial programme content and learning outcomes. Incorporated feedback from teaching staff regarding feasibility of delivery and assessment methods.
GMBS Quality Assurance Unit (internal)	Internal QA and Governance	Oversight role – Ensured the development process complied with internal quality standards and MFHEA requirements. Facilitated stakeholder consultations and recorded feedback for decision-making traceability.

2. Stakeholder Consultation Records

Below are records of key stakeholder consultation sessions held during the MBA programme development. These sessions were conducted to gather diverse input and ensure the programme is designed to meet stakeholder needs. All consultations took place prior to the accreditation application submission (07/05/2025), as required. Each record includes the date, participants, discussion summary, and outcomes. Full minutes and any written feedback from stakeholders are retained as part of the programme file.

2.1 Consultation Record – Industry Stakeholder Focus Group (15 Jan 2025)

Date: 15 January 2025

Format: Virtual focus group (videoconference)

Participants:

- **Enitech** – represented by Mr. Hübsch (external employer)
- **Al Wazzan GmbH** – represented by Mr. Al Wazzan (external employer)



- **BECO Group** – represented by Mr. Hoangwei Xiong (external employer)
- **GMBS Programme Sponsor** – MBA programme lead Prof. Katerina Bockova, PhD. (internal)
- **GMBS QA Officer** – Note-taker Dr. PhDr. Lukas Kopac, PhD, MBA, MSc, LL.M.

Agenda: Present the draft MBA programme outline to industry partners; gather feedback on curriculum relevance, graduate profile, and assessment strategies from an employer perspective.

Summary of Discussion:

- *Industry Skill Needs:* Stakeholders confirmed that the draft curriculum covers key areas like strategic management and finance. Enitech’s representative highlighted the growing importance of digital transformation and IT management skills for MBA graduates. BECO Group representative, Mr. Xiong emphasized leadership, communication, and soft skills, noting these are critical for managerial roles. Al Wazzan GmbH stressed including global business perspectives, given the international nature of modern business.
- *Module Content Feedback:* Based on Enitech’s input, the group discussed incorporating Digital Strategy topics into the Strategic Management module. Mr. Xiong praised the inclusion of *Corporate Governance and Ethics*, suggesting to further strengthen ethical leadership content. Mr. Al Wazzan recommended adding cross-cultural management case studies to prepare students for international assignments.
- *Assessment Strategies:* All employer representatives advocated for practical assessments. They favored project work and case studies over pure exams, to better evaluate real-world application of skills. BECO Group specifically suggested a capstone consulting project with industry involvement. The GMBS Sponsor noted that the programme already includes a Final Thesis project, and agreed to incorporate more practical assignments in taught modules (e.g., live case studies, consultancy simulations).

Outcomes/Actions:

- **Curriculum Enhancement:** The Strategic Management module will be updated to include a learning outcome on Digital Transformation Strategy, addressing the gap identified (Action by Programme Team).
- **Assessment Adjustment:** The Financial Management module’s assessment will be adjusted to include a larger practical project component (replacing a portion of the written exam) to align with employer preferences for hands-on evaluation.
- **Case Studies:** International and cross-cultural case studies will be added across modules (especially in Marketing and Leadership) to ensure global relevance.
- GMBS documented the feedback and planned changes. These changes were forwarded to the Curriculum Council for consideration in the programme approval meeting.

2.2 Consultation Record – Academic & E-Learning Stakeholder Meeting (28 January 2025)



Date: 28 January 2025

Format: Roundtable meeting (online)

Participants:

- **DTI University** – Dr.h.c. Prof. PhDr. PaedDr. Tomas Lengyelfalusy, PhD., *Rector* (external academic expert)
- **University Institute of Economic and Legal Sciences**– Assoc. Prof. JUDr. Ing. Peter Skotnický, PhD., MBA, Prof. h.c., *General Director* (external academic/professional body expert)
- **E-learnmedia** – Dr. Juraj Gabrhel, *E-learning Specialist* (external technology partner)
- **iTernal** – Dr. Martin Stacho, *IT Infrastructure Manager* (external technology partner)
- **GMBS Rector** - Prof. Dr. Miroslav Skoda, PhD. (internal management)
- **GMBS Quality Assurance Unit representative** – Dr. PhDr. Lukas Kopac, PhD, MBA, MSc, LL.M. (moderator, internal)

Agenda: Review the MBA programme design for academic quality, compliance with standards, and effective online delivery. Gather expert input on learning outcomes, curriculum structure, and virtual learning environment support.

Summary of Discussion:

- **Academic Rigor & Standards:** The DTI Rector examined the alignment of learning outcomes with EQF Level 7 expectations. He commended the complete curriculum and suggested a clearer emphasis on research methodology to support the Final Thesis. The University Institute of Economic and Legal Sciences’s Director shared insights from similar accredited MBA programmes, recommending that the programme explicitly articulate graduate competencies (strategic thinking, ethical decision-making, innovation) to strengthen the submission. It was confirmed that the draft was prepared in accordance with EU programme standards and internal QA guidelines.
- **Curriculum Structure:** Both academic experts discussed the balance of modules. They agreed the seven core modules were appropriate. University Institute of Economic and Legal Sciences suggested renaming “Leadership and Organizational Behavior” to “Organizational Behavior and Leadership” to align with standard terminology in management education and to reflect the intended structure of the module, where organisational behaviour provides the core analytical framework and leadership is developed as an applied competence built on that foundation. The group discussed the inclusion of an elective or workshop on Current Business Trends. It was decided that a separate elective specifically for general trends was not necessary at this stage, as this content can be effectively embedded within existing core modules (e.g., Strategic Management and Marketing). However, to allow students to tailor their learning experience, the group agreed on including three specialized elective modules (E-Commerce, HRM, or AI) from which students will select one.
- **E-Learning Delivery:** Dr. Gabrhel reviewed the online delivery plan. He noted that the mix of video lectures, forums, and case studies is appropriate. He recommended providing a short



preparatory module for digital skills (an Orientation to Online Learning) to ensure all MBA candidates are comfortable with the Virtual Learning Environment. The suggestion was well-received; GMBS agreed to include a non-credit onboarding session on the use of the VLE and academic tools.

- *Technical Infrastructure:* Dr. Stacho confirmed that GMBS's learning platform can support the MBA cohort. He emphasized ensuring data privacy and reliability. (The GMBS team confirmed compliance with GDPR and that these aspects are handled institution-wide.) iTernal also offered to assist in integrating additional collaboration tools if needed for group projects.

Outcomes/Actions:

- **Learning Outcomes Update:** The programme team will integrate a dedicated Research Methods component into the MBA curriculum (either as part of the Final Thesis preparation or embedded in modules) to address the suggestion from DTI.
- **Module Title Revision:** The module *Organizational Behavior and Leadership* will be retitled "Leadership and Organizational Behavior" for clarity, per University Institute of Economic and Legal Sciences's recommendation.
- **Orientation Module:** An Online Learning Orientation session (non-credit) will be added at the start of the programme to enhance students' digital readiness (action by e-learning support team).
- **Documentation:** Feedback from this meeting was recorded and used to refine the accreditation application. All agreed actions were documented for follow-up. The updated programme specification reflecting these changes was prepared for the Curriculum Council review.

(Additional one-on-one consultations were held with certain stakeholders. For brevity, two primary records are shown. All stakeholder inputs have been consolidated in the Consultation Outcomes Report and were considered in decision-making.)

3. Minutes of Curriculum Council Meeting (01 Mar 2025)

Meeting: GMBS Curriculum Council – Extraordinary Meeting on MBA Programme Proposal

Date & Time: 01 March 2025, 09:30–11:45 CET

Location: GMBS Boardroom / Video conference hybrid

Chair: Dr. Lukas Vartiak (Vice-Rector)

Attendees:

- Dr. Lukas Vartiak – Vice-Rector (Chair of Curriculum Council)
- Prof. Dr. Katerina Bockova, PhD.– Programme Sponsor (MBA Programme Lead)
- Assoc. Prof. Janka Betakova, PhD.– Senior Lecturer, Business Department (Council member)
- Mr. Al Wazzan– Industry Expert (external member, Al Wazzan GmbH)
- Full Prof. Milan Konvit. – External Academic Expert (Council member, Comenius University)



- Jan Michalec - External student representative
- Dr. PhDr. Lukas Kopac, PhD, MBA, MSc. LL.M.– Quality Assurance Officer (Council secretary, non-voting)
(Quorum was met – 6 of 6 voting members present. An external industry representative and an external academic sit on the Curriculum Council to ensure stakeholder involvement at this level.)

Agenda:

1. **Review of MBA Programme Development** – Presentation of the draft MBA programme, including structure, modules, and learning outcomes, and an overview of stakeholder consultation feedback.
2. **Discussion of Stakeholder Feedback and Proposed Revisions** – Deliberation on changes made to the programme following stakeholder input.
3. **Quality and Compliance Check** – Ensure the programme meets internal quality standards and accreditation criteria.
4. **Resolution** – Vote on recommending the MBA programme for approval by the GMBS Accreditation Council.

Proceedings:

- **Agenda Item 1: Review of MBA Programme Development**
Ms Bockova, (Programme Sponsor) presented the draft MBA programme proposal. He outlined the curriculum (90 ECTS, 7 core modules + final thesis) and highlighted the alignment with MFHEA’s Level 7 standards. The Council noted that the Curriculum Council’s main task is to develop proposals for new study programmes, and this draft is the result of months of work including market research and preliminary planning. Ms. Bockova also summarized the stakeholder engagement process: internal faculty workshops and two rounds of external stakeholder consultations were conducted in line with Article 76(3) of the Internal Quality Assurance System (ensuring internal and external stakeholders participated in the draft development). Key feedback from employers and academic partners was circulated to Council members ahead of the meeting.
- Members requested a minor clarification in the Marketing Strategies module descriptor to explicitly reference digital marketing trends and current platform-based business models. The Programme Sponsor confirmed this would be addressed as part of the final editorial check of the submission pack and recorded in the Change Log (CL-MBA-2025-08)
- **Agenda Item 3: Quality and Compliance Check**
Mr. Lukas Kopac, (QA Officer) verified that the MBA proposal meets internal and external standards. Using a QA checklist, he confirmed:

Consistency with Internal Policies: The programme adheres to GMBS’s quality assurance policies and processes. The development process followed internal rules (e.g., Curriculum



Council oversight, stakeholder involvement). Minutes of this meeting and stakeholder opinions will be kept on record as required.

MFHEA Standards Compliance: The programme was mapped against MFHEA's *Programme Accreditation* guidelines. All required annexes are ready. The Council noted that per GMBS policy, the Curriculum Council developed the proposal in line with MFHEA standards and prepared the application dossier.

Resource Availability: The Council confirmed that GMBS has the necessary resources (human resources, online platform and library access – financial sources to cover the costs are reserved in the GMBS Financial Plan,) to deliver the MBA. This satisfies the MFHEA criteria on provider capacity.

No compliance issues were identified. The documentation was deemed complete and ready for submission to the Accreditation Council.

- **Agenda Item 4: Resolution**

After thorough discussion, the Chair called for a vote on the following resolution:

Resolution CC-2025/01: *“The Curriculum Council, having reviewed the MBA programme proposal (MQF Level 7, 90 ECTS) and the outcomes of stakeholder consultations, endorses the programme with the incorporated revisions. The Council recommends that the GMBS Accreditation Council approve the MBA programme and proceed with its submission to MFHEA for accreditation.”*

Vote: 5 in favor, 0 against, 1 abstentions – *Resolution adopted.*

Conclusion: The Chair congratulated the programme team on the successful development of the MBA programme. Actions were assigned to the Programme Sponsor to make final editorial updates as discussed and to prepare the final application form and annexes. The meeting was adjourned at 11:45 CET.

4. Minutes of Accreditation Council Meeting & Resolution (10 Apr 2025)

Meeting: GMBS Accreditation Council – Session on New Programme Approval (MBA)

Date & Time: 10 April 2025, 14:00–15:30 CET

Location: Online conference bridge

Chair: Prof. Dr. Miroslav Skoda (Rector of GMBS, Chair of Accreditation Council)

Members Present: (6 members total – quorum met)

- Prof. Dr. Miroslav Skoda, PhD. – Rector (Chairperson of AC)
- Dr. Lukas Vartiak – Vice-Chair of AC (Vice-Rector, GMBS)
- Full. Prof. Dr. Roman Hrmo – Academic Member (Vice-Rector, GMBS)
- Full. Prof. Milan Konvit, – External Academic Member (Comenius University, invited external expert)
- Hoangwei Xiong, MA – External Employer Member (BECO Group)



- **(Vacant: Student representative)** – *Note: No student member was available, as GMBS had no enrolled students prior to programme launch.* GMBS invited a second-cycle student from its partner institution, DTI University, Jan Michalec, to participate in the Council. This interim arrangement ensures student input during the pre-licensing phase. The formal student representative seat on the Council will be filled as soon as GMBS obtains its licence and/or enrolls its first students, in line with GMBS governance arrangements.

Agenda: Deliberation and decision on the MBA Programme Accreditation Application prior to submission to MFHEA. The Accreditation Council (AC) is the highest decision-making body for the approval of new study programmes at GMBS. The Council will review the proposal recommended by the Curriculum Council and determine whether to approve it for external accreditation.

Proceedings:

- Members received the MBA accreditation application pack and annexes in advance of the meeting and confirmed they had sufficient time to review the documentation. The Rector formally submitted the MBA accreditation dossier to the Accreditation Council Secretariat on 12.March 2025, and the Council reviewed and decided on the application within the statutory 30-day period from receipt, in line with Article 62(2) of the GMBS IQAS.
- **Presentation of Curriculum Council Recommendation:** Mr. Vartiak (Vice-Chair) presented a summary of the Curriculum Council’s work. The Curriculum Council had developed the MBA proposal and unanimously endorsed it on 01 March 2025 (see CC minutes above). Key points highlighted: the programme design, stakeholder engagement process, and that all internal quality procedures were followed. The Council had documented minutes and resolutions, provided now as Annexes. Mr. Vartiak confirmed that the Rector received the proposal and officially submitted it to the Accreditation Council for approval, as per internal rules.
- **Discussion:** The Accreditation Council members proceeded to examine the proposal in detail:
 - **Compliance and Quality:** Mr. Hrmo led a review of the programme against accreditation standards. He reported that the proposal meets all *MFHEA Accreditation of Programmes* criteria (e.g., clear learning outcomes, adequate assessment methods, qualified staff). The internal QA unit’s pre-check (from Curriculum Council stage) found no gaps. The AC members concurred that the documentation is thorough.
 - **Stakeholder Input:** Mr. Konvit, (external academic) praised GMBS for the strong stakeholder engagement. She noted that her feedback (given during development) was duly incorporated. Mr. Xiong (external employer) expressed satisfaction that industry needs are reflected in the final curriculum – citing the inclusion of practical projects and digital strategy content which he had advocated. Mr. Jan Michalec (DTI University, second-cycle student;) noted that while the programme structure is clear and well-aligned with professional practice, students would benefit from stronger guidance on the expectations and assessment criteria across modules, especially in



relation to the Final Thesis and the consistency of grading rubrics. He recommended that GMBS provides students with a standardised assessment and feedback framework at the start of the programme to support transparency and manage expectations. The Council noted the recommendation and requested the Programme Sponsor and QA Unit to prepare a standardised assessment and feedback framework (including grading rubrics) to be provided to students at programme start.

- **Questions/Clarifications:** AC members sought clarification on a few points:
 - *Student Support:* How will GMBS support MBA students, given the online delivery? – The Chair answered that an orientation and ongoing support are in place (noting the newly added Online Learning Orientation session).
 - *Faculty Readiness:* Is the teaching staff confirmed and trained for online delivery? – Dr. Vartiak confirmed that a full roster of qualified lecturers is identified, all experienced in online teaching.
 - *Future Monitoring:* The AC discussed how the programme will be monitored once running. (The Chair reminded that after launch, the programme will undergo regular monitoring and periodic evaluation with stakeholder involvement at both Curriculum Council and AC levels, ensuring continuous quality improvement.)
- The discussion found the proposal appropriate. No member raised any objections or need for revision.
- **Decision (Resolution AC-2025/04):** After deliberation, the Chair read out the proposed resolution for the Council’s consideration:

“The GMBS Accreditation Council approves the Master of Business Administration (MBA) programme (MQF Level 7, 90 ECTS) as presented, acknowledging that it meets all internal and external quality requirements. The Accreditation Council authorizes the Rector to submit the application for accreditation of this programme to the Malta Further and Higher Education Authority (MFHEA).”

Voting Result: 4 votes in favor, 0 against, 1 abstentions. The resolution was approved.

- **Conclusion:** Mr. Skoda, as Chair, thanked the members for their evaluation. He noted this was a milestone for GMBS, as the MBA is a flagship programme. With AC approval granted, GMBS would proceed to immediately file the accreditation application to MFHEA. (Indeed, per internal regulation, once the AC approves, the Rector must without delay submit the application. The submission was prepared for 07/05/2025.) The meeting concluded at 15:30 CET.

Resolution AC-2025/04 was signed by the Chair. The official decision record and these minutes are retained in GMBS’s registry. A copy of the signed resolution is included in the approval documentation package.

5. Consultation Outcomes Report



Report Title: Stakeholder Consultation Outcomes – MBA Programme Development (GMBS)

Prepared by: Quality Assurance Unit & MBA Programme Sponsor

Date: 15 March 2025

Introduction:

GMBS is committed to engaging stakeholders in programme design to ensure academic offerings are relevant and of high quality. This report summarizes the outcomes of stakeholder consultations undertaken during the development of the MBA programme. It documents the key feedback received from various stakeholders and how each input was addressed in the final programme design. This fulfills the internal requirement to record stakeholder (especially employer) opinions in the programme approval process and is intended to document compliance with MFHEA expectations for stakeholder engagement.

Consultation Process Summary:

Throughout January - February 2025, GMBS conducted a series of consultations:

- **Industry Focus Group (15/01/2025):** Senior representatives from partner companies (Enitech, Al Wazzan GmbH, BECO Group) were consulted to identify industry skill needs and gather feedback on the draft curriculum.
- **Academic & E-Learning Meeting (28/01/2025):** External academics (DTI, University Institute of Economic and Legal Sciences) and e-learning experts (E-learnmedia, iTernal) reviewed the programme structure, learning outcomes, and delivery plans.
- **Internal Reviews:** GMBS faculty workshops and internal quality reviews supplemented external feedback, ensuring alignment with institutional strategy and feasibility.

Key Stakeholder Feedback and Actions Taken:

- **Digital Skills and Innovation:** *Feedback:* Industry stakeholders stressed the importance of digital business skills. *Action:* Added a new learning outcome and content on Digital Transformation Strategy in the *Strategic Management* module. Incorporated up-to-date topics on technology innovation across modules.
- **Practical Assessment Emphasis:** *Feedback:* Employers advocated for more practical, real-world assessments (projects, case studies). *Action:* Increased the weight of practical assignments. For example, the *Financial Management* module now includes a major applied project (80% of grade) in addition to an online test (20 % of grade) , and other modules feature case study analyses and simulations. In response to the student advisory input (Jan Michalec), GMBS will also provide a standardised assessment and feedback framework (rubrics) at programme start to ensure consistency across modules.
- **Leadership and Soft Skills:** *Feedback:* Emphasized by corporate partners (e.g., BECO Group) as critical outcomes. *Action:* Enriched leadership and communication components in relevant modules. The module title was revised from “Leadership and Organizational Behavior” to “Organizational Behavior and Leadership” to reflect the intended structure of the module, where organisational behaviour provides the primary analytical framework and leadership is developed as an applied competency built on that foundation. This naming improves



academic clarity and aligns the module more closely with standard terminology used in management education and benchmarking. Content on teamwork, communication, and ethical leadership was enhanced.

- **Ethics and Corporate Governance:** *Feedback:* Stakeholders supported the inclusion of the *Corporate Governance and Ethics* module and suggested bolstering ethics education. *Action:* Added case studies on ethical dilemmas in multiple modules and ensured coverage of corporate social responsibility (CSR) in curriculum.
- **Research and Analytical Skills:** *Feedback:* Academic experts (DTI, University Institute of Economic and Legal Sciences) recommended strengthening research methodology preparation for the Final Thesis. *Action:* Incorporated a Research Methods workshop and additional guidance for the thesis phase. This better prepares students for academic research and critical analysis required at MQF Level 7. The Research Methods component will be delivered as a structured seminar series prior to the thesis phase and will cover research design, literature review, data collection and academic writing. Students will complete a short research proposal and an annotated bibliography as formative outputs.
- **Curriculum Structure and Electives:** *Feedback:* A suggestion to include current business trend topics or an elective. *Action:* Rather than adding a new elective (to keep programme concise at 90 ECTS), current topics like sustainability, FinTech, and AI in business were embedded into existing modules' syllabi. This ensures currency of content without altering the programme's scope.
- **Online Delivery Support:** *Feedback:* The need for strong support for online learners was highlighted by e-learning stakeholders. *Action:* Developed an Online Learning Orientation session at program start, covering use of the Virtual Learning Environment (VLE), library access, and digital study skills. Additionally, plans for ongoing IT support and online tutoring were reinforced.

Outcomes:

The stakeholder feedback had a direct impact on the programme's final design. Every major suggestion was carefully considered by the programme development team and the Curriculum Council. Most recommendations were implemented, as evidenced in the *Curriculum Change Log* (Section 6). This collaborative approach ensured the MBA programme is aligned with labour market needs, academic standards, and best practices. Stakeholders expressed support for the revised programme, indicating that their expectations were met. GMBS's Internal Quality Assurance System facilitated this transparent and responsive process, resulting in a proposal that carries broad endorsement from both internal and external constituents.

Conclusion:

The engagement of stakeholders throughout the MBA programme development strengthened the quality and relevance of the final proposal. The consultation process and outcomes demonstrate GMBS's adherence to its quality policy of involving students, employers, and other stakeholders in program design and evaluation. This report, along with meeting records and the change log, provides a traceable account of how stakeholder input translated into concrete programme enhancements, fulfilling MFHEA's requirements for stakeholder involvement in programme accreditation. GMBS will

continue to involve stakeholders in ongoing programme monitoring and periodic reviews after launch, in line with internal and external quality assurance standards.

(Prepared for inclusion in the Programme Approval documentation package. References: Internal QA Regulation Art. 76(3); Art. 77(3)(d).)

6. Curriculum Change Log

Document: MBA Programme Development – Curriculum Change Log

Covers Period: Initial Draft (Jan 2025) to Final Version (Apr 2025)

Purpose: This log records all significant changes made to the MBA programme curriculum during the internal development and approval process. Each change is noted with the date, description, reason (often referencing stakeholder input), and approval authority. This ensures traceability of decisions from initial concept to the final approved programme, as required by GMBS’s documentation standards.

Date	Change Description	Reason / Origin	Approved by
20 Jan 2025	Initial MBA programme structure drafted (5 modules + thesis).	Initial development by programme team (internal concept phase).	– <i>(pre-consultation draft)</i>
15 January 2025	Added new learning outcome on Digital Transformation Strategy to <i>Strategic Management</i> module; increased coverage of technology innovation.	Feedback from Enitech (industry stakeholder) to include more digital business content for modern relevance.	Programme Sponsor (to draft); Reviewed by Curriculum Council.
01 Mar 2025	Changed assessment in <i>Financial Management</i> module to include a practical assignments (80%) and online test (20%) instead of 100% exam.	Request from industry stakeholders (Focus Group) for practical skill assessment; ensures applied learning.	Curriculum Council (Meeting 01/03/2025) Minutes.
01 Mar 2025	Renamed “ <i>Leadership and Organizational Behavior</i> ” module to “ <i>Organizational Behavior and Leadership</i> ”.	Suggestion by University Institute of Economic and Legal Sciences (academic stakeholder) to highlight leadership focus and reflect content balance.	Curriculum Council (Meeting 01/03/2025) Resolution CC-2025/01.

Date	Change Description	Reason / Origin	Approved by
01 Mar 2025	Incorporated a Research Methods component (seminar series) to support the Final Thesis. Adjusted module syllabi to reference research skills and methodology.	Input from DTI academic expert to strengthen preparation for thesis and analytical competencies at MQF Level 7.	Curriculum Council (Meeting 01/03/2025).
01 Mar 2025	Embedded current trends (Sustainability, AI in Business) into core module syllabi. Simultaneously introduced 3 specialized elective modules (AI, E-Commerce, HRM) to allow student specialization.	Feedback from Academic Experts and Industry Stakeholders to ensure curriculum agility while providing distinct professional pathways.	Curriculum Council (Resolution CC-2025/01)
10 Mar 2025	Developed outline for “Online Learning Orientation” session (non-credit) to be offered at program start. (Note: Not part of accredited curriculum, but documented as support measure.)	Recommendation from E-learnmedia (e-learning partner) to improve student readiness for online study.	Programme Sponsor & QA Unit (noted in approval documents).
25 Mar 2025	Final edits to Programme Learning Outcomes: refined wording to explicitly include critical thinking, ethical decision-making, and global perspective.	Ensuring clarity and alignment with stakeholder expectations and MFHEA standards (feedback from multiple stakeholders and internal QA review).	Programme Sponsor; Quality Assurance review.
01 Apr 2025	Completion of final MBA Accreditation Application Form and Annexes reflecting all above changes.	All revisions incorporated for submission package.	Curriculum Council Chair & Rector (verified before AC submission).
10 Apr 2025	Accreditation Council Approval – No further changes required. Programme formally approved for submission.	AC confirmed compliance and quality; authorized submission.	Accreditation Council (Meeting 10/04/2025) Resolution AC-2025/04.
07 May 2025	Submission to MFHEA – Application and all annexes submitted.	–	MFHEA Submission (date recorded in application).

7. Programme Approval Pack – Summary of Process and Documentation



Document Title: Programme Approval Summary – MBA (GMBS)

Prepared for: Malta Further and Higher Education Authority (MFHEA) – Audit/Review Purposes

Date: May 2025

1. Introduction:

This summary outlines the internal approval process for the Master of Business Administration (MBA) programme at GMBS, demonstrating how the programme was developed, reviewed, and approved in line with the institution's Internal Quality Assurance System and MFHEA requirements. GMBS, as a prospective higher education provider (application for provider licensing in progress), has implemented a rigorous internal governance process to ensure the MBA meets all quality standards. The process concluded with the submission of the accreditation application to MFHEA on 07/05/2025. All evidence of stakeholder engagement, internal deliberations, and decisions are documented and indexed in the Annexes.

2. Programme Development and Stakeholder Engagement:

The idea for the MBA programme was initiated in late 2024 as part of GMBS's strategic plan to offer online postgraduate degrees in business. The Rector approved the intention to develop an MBA, appointing a Programme Sponsor and expanding the Curriculum Council to include necessary expertise. The GMBS Curriculum Council – whose main task is to develop proposals for new study programmes – took responsibility for drafting the programme. In accordance with GMBS policy, internal and external stakeholders were involved during the drafting phase.

Key stakeholders (listed in the Stakeholder Register, Annex 1) included employer partners, academic reviewers and technology specialists. Their input was collected through structured consultations and recorded in the relevant consultation records (Annexes 2a–2b), as required under the GMBS internal programme documentation requirements.

In practical terms, employer partners requested a stronger emphasis on applied assessment, case-based learning and digital transformation, while academic reviewers focused on strengthening research preparation and ensuring the learning outcomes clearly match MQF Level 7 expectations. The programme team incorporated these inputs before the proposal was submitted for internal committee approvals.

3. Internal Governance and Approval Steps:

GMBS's internal approval process for the MBA adhered to the structure defined in its Internal Quality Assurance System. The process and timeline were as follows:

- **Curriculum Council Review:** The Curriculum Council convened on 01 March 2025 to review the final MBA proposal and stakeholder feedback. The Council includes academic staff and external members (an employer and an academic from outside GMBS) to ensure diverse perspectives. During this meeting (see Annex 3: Curriculum Council Minutes), the Council verified that the programme met all academic and quality standards. Revisions from consultations were approved, and the Council passed a resolution recommending the programme for approval by the Accreditation Council. The Curriculum Council's endorsement is a critical step, as this body is responsible for the academic quality of new programmes.



- **Preparation of Accreditation Application:** Following Curriculum Council endorsement, the programme Sponsor and QA Unit finalized the MFHEA Application Form and annexes (which include the programme specification, staff list, facilities description, quality policies, etc.). This was done in March–April 2025. In parallel, the Rector’s office prepared to present the proposal to the Accreditation Council. Per GMBS internal rules, the Rector submits the new programme application to the Accreditation Council for final approval.
- **Accreditation Council Approval:** The GMBS Accreditation Council is the highest academic decision-making body for programme approval. It convened on 10 April 2025 (Annex 4: AC Minutes) to deliberate on the MBA proposal. The Accreditation Council, composed of senior internal officials and external members (including an employer representative and an external academic), reviewed the application in detail. The Council confirmed that all internal processes were duly followed and that the MBA meets the standards of both GMBS and MFHEA. Consequently, the AC unanimously approved the MBA programme and authorized the submission of the accreditation application to MFHEA. The formal resolution AC-2025/04 was recorded, signaling the completion of internal approval.

4. Submission to MFHEA:

With the Accreditation Council’s approval obtained, GMBS proceeded to submit the programme accreditation application to MFHEA on 07 May 2025. This submission included the application form and a complete set of annexes documenting the programme and the internal approval evidence (the Programme Approval Pack). According to internal regulation, once the AC approves a new programme, the Rector without delay forwards the application to the external authority. GMBS complied with this, meeting the MFHEA deadline and ensuring that the internal endorsement was in place before external submission.

5. Documentation and Traceability:

GMBS maintained thorough documentation at each step to ensure traceability and accountability:

- Internal meeting minutes (Curriculum Council and Accreditation Council, Annexes 3 and 4) provide formal records of deliberations and decisions, including votes and resolutions.
- A Curriculum Change Log (Annex 5) tracks modifications to the proposal over time, linking changes to stakeholder feedback or governance decisions.
- The entire set of documents, summarized in this pack, demonstrates a clear audit trail from initial programme conception to final approval. This fulfills MFHEA’s expectations for internal quality assurance in programme design and validation.

6. Alignment with MFHEA Standards and Internal QA Policy:

The internal approval process for the MBA was carried out in alignment with:

- **MFHEA’s Standards:** The programme meets MFHEA’s *Accreditation of Courses* standards in terms of content, level, and outcomes. The internal process of stakeholder engagement and governance mirrors the principles of the Standards and Guidelines for Quality Assurance in the EHEA (ESG), which MFHEA upholds.



- **GMBS Internal QA System:** All actions conformed to *The GMBS Internal Quality Assurance System for Higher Education* internal regulation. For instance, the involvement of stakeholders at both Curriculum Council and Accreditation Council levels is explicitly required and was implemented. Decision-making followed the formal structure (Curriculum Council -> Accreditation Council -> Rector's submission to MFHEA) as prescribed.

The documents in this pack show the sequence of steps followed by GMBS to design, consult on and internally approve the MBA programme prior to submission.

8. Annex Index – Internal Approval Documentation for MFHEA Audit

The following index lists the documents included in the MBA Programme Approval documentation pack, provided for MFHEA's audit and verification purposes. These annexes demonstrate compliance with internal and external quality assurance requirements, covering stakeholder engagement, governance decisions, and support materials referenced in the submission.

1. **Annex 1 – Stakeholder Register:** List of all stakeholders involved in the MBA programme development, with their roles and contributions. (Refer to Section 1 above for content.)
2. **Annex 2 – Stakeholder Consultation Records:** Minutes/records of stakeholder consultation sessions.
 - *Annex 2a:* Industry Stakeholder Focus Group – Consultation Record (15 January 2025)
 - *Annex 2b:* Academic & E-Learning Stakeholder Meeting – Consultation Record (28 January 2025)
3. **Annex 3 – Curriculum Council Minutes (01 Mar 2025):** Official minutes of the GMBS Curriculum Council meeting reviewing and endorsing the MBA programme, including the attendance list and Resolution CC-2025/01.
4. **Annex 4 – Accreditation Council Minutes (10 Apr 2025) & Resolution:** Official minutes of the GMBS Accreditation Council meeting that approved the MBA programme for submission, including signed Resolution AC-2025/04.
5. **Annex 6 – Curriculum Change Log:** Log of changes made to the MBA curriculum during development, with dates, reasons, and approvals (see Section 6 above).

End of Document – GMBS MBA Programme Approval Process Documentatio

GMBS – MBA Programme Approval Annex Pack

Annex 1 – Stakeholder Register (MBA Programme Design)

Owner: Programme Sponsor / Quality Assurance Unit

Stakeholder	Representativ	Stakeholder Type	Engagement Method	Date(s)	Evidence Reference	Key Input Summary
Enitech	Mr. Hübsch	Employer (ICT)	Focus group	15 January 2025	Annex 2a	Digital transformation & tech management relevance.
Al Wazzan GmbH	Mr. Al Wazzan	Employer (Consulting)	Focus group	15 January 2025	Annex 2a	Global business perspective; cross-cultural cases.
BECO Group	Mr. Hoangwei Xiong	Employer (Business services)	Focus group	15 January 2025	Annex 2a	Leadership/soft skills; practical assessments; capstone suggestions.
E-learnmedia	Mr. Juraj Gabrhel	E-learning partner	Roundtable	28 January 2025	Annex 2b	Online delivery methods; VLE readiness; orientation module.
iTernal	Mr. Martin Stacho	IT infrastructure partner	Roundtable	28 January 2025	Annex 2b	Platform capacity; reliability; data privacy; collaboration tools.
DTI University	Mr Tomas Lengyelfalusy	External academic (peer input)	Roundtable	28 January 2025	Annex 2b	Research methodology strengthened; EQF Level 7 alignment.
University Institute of Economic and Legal Sciences	Mr. Peter Skotnický	External academic/professional body	Roundtable	28 January 2025	Annex 2b	Module title change; graduate competencies articulation.



Annex 2a – Stakeholder Consultation Record: Industry Focus Group

Date: 15 January 2025 | Format: Videoconference

Participants:

Enitech – represented by Mr. Hübsch

Al Wazzan GmbH – represented by Mr. Al Wazzan

BECO Group – represented by Mr. Hoangwei Xiong, MA

GMBS Programme Sponsor – Prof. Dr. Katerina Bockova, PhD.

GMBS QA Officer / Note-taker – Dr. PhDr. Lukas Kopac, PhD., MBA, MSc, LL.M

Agenda

Present the draft MBA programme outline; gather feedback on curriculum relevance, graduate profile, and assessment strategy.

Summary of Discussion

Industry Skill Needs: increased importance of digital transformation and IT management; leadership and communication; global business perspective.

Module Content: inclusion of digital strategy topics in Strategic Management; strengthen ethical leadership; add cross-cultural case studies.

Assessment: preference for project work/case studies; suggestion for capstone consulting project with industry involvement.

Outcomes / Actions

- 1) Strategic Management module updated with learning outcome on Digital Transformation Strategy.
- 2) Financial Management assessment adjusted to include a larger practical project component.
- 3) Cross-cultural and international case studies to be embedded across modules (Marketing and Leadership).
- 4) Actions forwarded to Curriculum Council for formal consideration (Annex 3).



Annex 2b – Stakeholder Consultation Record: Academic & E-Learning Roundtable

Date: 28 January 2025 | Format: Online roundtable

Participants:

DTI University – Dr.h.c. prof. PhDr. PaedDr. Tomas Lengyelfalusy, PhD., Rector

University Institute of Economic and Legal Sciences – Assoc. Prof. JUDr. Ing. Peter Skotnický, PhD., MBA, Prof. hc, General Director

E-learnmedia – Dr. Juraj Gabrhel, E-learning Specialist

iTernal – Dr. Martin Stacho, IT Infrastructure Manager

GMBS Rector – Prof. Dr. Miroslav Skoda, PhD.

GMBS QA Unit (moderator) – Dr. PhDr. Lukas Kopac, PhD, MBA, MSc, LL.M.

Agenda

Review MBA programme design for academic quality, standards alignment, and effectiveness of online delivery; gather expert input on learning outcomes and curriculum structure.

Summary of Discussion

Academic rigor: suggestion to strengthen research methodology preparation for the Final Thesis; ensure EQF Level 7 alignment.

Curriculum structure: recommendation to retitle 'Leadership and Organizational Behavior' to 'Organizational Behavior and Leadership'; align with standard terminology in management education and to reflect the intended structure of the module, where organisational behaviour provides the core analytical framework and leadership is developed as an applied competence built on that foundation..

E-learning: recommendation for a preparatory Orientation to Online Learning session.

Technical infrastructure: confirmation of LMS capacity; emphasis on reliability, privacy, and collaboration tools.

Outcomes / Actions

- 1) Integrate a dedicated Research Methods component (seminar series delivered prior to thesis phase) covering research design, literature review and academic writing.
- 2) Retitle module as recommended and update descriptors.



3) Add non-credit Online Learning Orientation session as a student support measure.



Annex 3 – Minutes: GMBS Curriculum Council (Extraordinary Meeting on MBA Proposal)

Date and Time: 01 March 2025, 09:30–11:45 CET | Online

Chair: Dr. Lukas Vartiak (Vice-Rector)

Attendees (voting members):

Dr. Lukas Vartiak – Vice-Rector (Chair)

Prof. Dr. Katerina Bockova, PhD. – Programme Sponsor (MBA Programme Lead)

Assoc. Prof. Dr. Janka Betakova, PhD. – Senior Lecturer, Business Department

Jamal Al Wazzan – Industry Expert (external member, Al Wazzan GmbH)

Full. Prof. Milan Konvit – External Academic Expert (Comenius University)

Jan Michalec - External student representative

Secretary (non-voting): Dr. PhDr. Lukas Kopac, PhD., MBA, MSc, LL.M. – Quality Assurance Officer

Agenda

- 1) Review of MBA Programme Development;
- 2) Stakeholder feedback and proposed revisions;
- 3) Quality & compliance check;
- 4) Resolution.

Key deliberations and decisions

The Council reviewed stakeholder evidence and confirmed the inclusion of: Digital Transformation content; practical assessment enhancement; Research Methods component; module title revision; and an Online Learning Orientation session (non-credit).

Resolution CC-2025/01

“The Curriculum Council endorses the MBA programme proposal (MQF Level 7, 90 ECTS) and recommends that the GMBS Accreditation Council approve the MBA programme and proceed with its submission to MFHEA for accreditation.”

Vote: 5 in favour, 0 against, 1 abstentions – adopted.



Annex 4 – Minutes + Resolution: GMBS Accreditation Council (Approval of MBA Programme)

Date & Time: 10 April 2025, 14:00–15:30 CET | Location: Online conference bridge

Chair: Prof. Dr. Miroslav Skoda (Rector of GMBS, Chair of Accreditation Council)

Members present:

Prof. Dr. Miroslav Skoda, PhD. – Rector (Chairperson)

Dr. Lukas Vartiak – Vice-Chair (Vice-Rector, GMBS)

Full. Prof. Dr. Roman Hrmo – Academic Member (Vice-Rector, GMBS)

Full Prof. Milan Konvit – External Academic Member (Comenius University)

Mr. Hoangwei Xiong, MA – External Employer Member (BECO Group)

Student representative: Vacant (GMBS had no enrolled students prior to programme launch). GMBS invited a second-cycle student from its partner institution, DTI University, Jan Michalec, to participate in the Council proceedings. This interim arrangement ensures student input during the pre-licensing phase. Mr. Michalec has also expressed a formal interest in enrolling in the GMBS MBA programme and may therefore be reasonably considered a prospective student representative. The formal student representative seat on the Council will be filled as soon as GMBS obtains its licence and/or enrolls its first students, in line with GMBS governance arrangements.

Decision (Resolution AC-2025/04)

“The GMBS Accreditation Council approves the Master of Business Administration (MBA) programme (MQF Level 7, 90 ECTS) and authorizes the Rector to submit the application for accreditation of this programme to MFHEA.”

Voting Result: 6 votes in favour, 0 against, 1 abstentions – approved.

Annex 5 – Curriculum Change Log (Extract)

Date	Change Log (CL)	Origin	Approved by
15 January 2025	Add Digital Transformation Strategy LO in Strategic Management CL-MBA-2025-01	Enitech focus group (Annex 2a)	Programme Sponsor; confirmed by CC
01 Mar 2025	Financial Management: practical project 80% + online test 20% CL-MBA-2025-02	Industry focus group (Annex 2a)	Curriculum Council
01 Mar 2025	Rename module to 'Organizational Behavior and Leadership' CL-MBA-2025-03	University Institute of Economic and Legal Sciences roundtable (Annex 2b)	Curriculum Council
01 Mar 2025	Add Research Methods component for thesis preparation CL-MBA-2025-04	DTI roundtable (Annex 2b)	Curriculum Council
01 Mar 2025	Embedded current trends (Sustainability, AI in Business) into core module syllabi. Simultaneously introduced 3 specialized elective modules (AI, E-Commerce, HRM) to allow student specialization.	Feedback from Academic Experts and Industry Stakeholders to ensure curriculum agility while providing distinct professional pathways	Curriculum Council

	CL-MBA-2025-05		
10 Mar 2025	Add Online Learning Orientation (non-credit) CL-MBA-2025-06	E-learnmedia (Annex 2b)	Programme Sponsor & QA Unit
10 Apr 2025	Formal approval for MFHEA submission CL-MBA-2025-07	AC meeting	Accreditation Council
25. Mar 2025	Marketing Strategies module descriptor updated to explicitly include digital marketing trends and platform-based business models CL-MBA-2025-08	CC meeting Follow-up action from CC meeting (01.03.2025) – implemented during final editorial check	Curriculum Council
07 May 2025	Submission to MFHEA	—	Rector