Master of Business Administration (MBA)

Module Descriptions

Core courses

BA 501. Management and Organizational Behavior

Credits	7.5 ECTS
Semester	1
Module description	This module examines individual, group, and organizational behavior within various business settings in a culturally diverse workplace. Topics include management theory, communication, perception, motivation, leadership, rewards, stress management, employee counseling and appraisal, disciplinary systems, conflict management, training, and organizational development. Students work individually and in teams on cases.
Module-specific learning outcomes	*Students will be able to:* • explain the importance of organizational behavior for managers; • analyze the key components of organizational behavior at the individual, group, and organizational levels; • apply leadership theories to real-world organizational issues; • develop strategies for improving team effectiveness; • explain the principles of change management; • create effective communication in organizational settings;
Teaching and learning methods	Lectures; individual and team case work; group discussions.
Assessment forms	Class participation; attendance; assignment 1; final assignment .
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 511. Statistics for Business and Economics

Credits	7.5 ECTS
Semester	1
Module description	This module covers the basic statistical concepts and methods common in business applications, with emphasis on parametric techniques used to describe and compare samples and populations. It introduces a new way of thinking about data and helps students use, communicate, and interpret statistics. Statistics is a foundation module required of all business majors.
Module-specific learning outcomes	*Students will be able to:* • describe data using numerical and graphical procedures, in written form and in Excel; • apply the scientific process to draw probable conclusions about population values from sample information; • analyze statistical relationships between variables and predict strategic variables using regression and correlation analysis; • critically analyze, in team-based collaboration, statistical findings published by the media, research agencies, and the government to verify their accuracy; • communicate statistical findings in an unbiased manner to non-technical audiences such as decision-makers, stakeholders, and the general public;
Teaching and learning methods	Lectures; tutorials with practical data analysis exercises in Excel.
Assessment forms	Midterm exam; final exam; quizzes; participation.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 517. Marketing Concepts

Credits	7.5 ECTS
Semester	1
Module description	This module introduces the marketing of goods and services in a global economy. It surveys the main activities and strategies used by marketers and provides a conceptual base for understanding the role of marketing in business. It covers the marketing mix (pricing, product, distribution, and advertising), sales, retailing and wholesaling, as well as digital and social media marketing, branding, and product management.
Module-specific learning outcomes	*Students will be able to:* • explain the role of marketing in the firm's decision-making process; • analyze, segment, and target customers in consumer and business markets; • describe product development, brand positioning, and brand management processes; • explain the role of pricing in decision-making and common pricing practices; • identify common models of distribution and retailing; • describe promotional tactics: advertising, personal selling, public relations, direct marketing, and sales promotion; • recognize social, ethical, and international issues in marketing;
Teaching and learning methods	Lectures; case discussions; presentations; project work.
Assessment forms	Presentation; final project; quizzes; participation.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 521. Accounting for Managers

Credits	7.5 ECTS
Semester	1
Module description	This module presents the types of financial information a manager needs in order to plan, assess performance, and choose between alternative courses of action. It is organized around the major uses of accounting by managers and develops an understanding of what accounting information represents, the limitations of traditional accounting systems, and the financial information needed for effective decision-making.
Module-specific learning outcomes	*Students will be able to:* • evaluate the main accounting concepts needed for managerial decisions; • analyze and apply management accounting concepts and procedures for planning, control, and decision-making; • analyze, direct, and control operations in an organization; • evaluate the performance of managers of sub-units in an organization; • analyze financial statements to determine the financial information needed for effective decision-making;
Teaching and learning methods	Lectures; problem-solving sessions; case analyses.
Assessment forms	Quiz; midterm exam; final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 505. Financial Management

Credits	7.5 ECTS
Semester	2
Module description	This module examines the strategic and operational financial decisions in organizations. It provides decision-makers with the financial theory, concepts, and tools needed to make better financial managerial decisions and to judge sensibly the financial analyses performed by others. Topics include financial statement analysis, investment evaluation, capital budgeting, capital structure, and financial markets and instruments.
Module-specific learning outcomes	*Students will be able to:* • evaluate the role of financial management in organizations; • use financial statements to generate reports and make recommendations that support rational financial decisions; • develop and analyze financial planning, investment, and control processes in organizations; • apply capital budgeting and capital structure techniques to investment and financing decisions;
Teaching and learning methods	Lectures; problem-solving sessions; case study; project work.
Assessment forms	Participation; three quizzes; case study; final exam – project.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 532. Production and Operations Management

Credits	7.5 ECTS
Semester	2
Module description	This module is an introduction to the concepts, principles, problems, and practices of operations management, with emphasis on managerial processes for effective operations in both goods-producing and service-rendering organizations. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance, and project management, integrated using a systems model of the operations of an organization.
Module-specific learning outcomes	*Students will be able to:* • explain the production and operations management function and its role in any organization; • explain the importance of productivity and competitiveness for organizations and nations; • evaluate the importance of an effective production and operations strategy; • analyze production and operations design decisions and relate them to the overall strategies of organizations; • evaluate product and service design decisions and their impact on other design decisions and operations; • explain quality management practice, including how total quality management and Six Sigma facilitate organizational effectiveness; • analyze the relationship between capacity planning, aggregate planning, project planning, and scheduling;
Teaching and learning methods	Classroom lecturing; case study discussions and brainstorming; presentation sessions; discussion sessions.
Assessment forms	Quiz; midterm exam; final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 544. Strategic Management: Theory and Practice

Credits	7.5 ECTS
Semester	2
Module description	This module examines an organization's vision, mission, purpose, and values, and explores strategic principles through the deployment of corporate resources and specific management techniques. It develops the knowledge and skills needed to analyze complex business environments, formulate and implement strategies, make informed strategic decisions, and understand competitive and transient advantages. Ethical, social responsibility, and sustainability dimensions of strategy are integrated throughout.
Module-specific learning outcomes	*Students will be able to:* • apply business knowledge competently to strategic problems; • critically evaluate business problems and recommend innovative and sustainable solutions; • formulate strategies aligned with the organization's mission, vision, and goals; • demonstrate business professionalism and teamwork, and present ideas orally, visually, and in writing; • analyze local, regional, and global markets;
Teaching and learning methods	Lectures; real-world case studies; group work and case presentations.
Assessment forms	Class participation; group work and case presentations; mid-term paper / individual assignment; final examination: case analysis.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 552. Managerial Economics

Credits	7.5 ECTS
Semester	2
Module description	This module presents and uses economic tools to analyze real-world economic problems. It covers microeconomics (the behavior of consumers and firms under different market structures) and macroeconomics (concepts and tools to analyze the aggregate economy as a whole), and provides the basis for more advanced business courses.
Module-specific learning outcomes	*Students will be able to:* • apply the concepts of supply and demand, equilibrium, and the factors that shift them to analyze the behavior of real markets when conditions change; • analyze the impact of price controls, taxes, and subsidies that prevent markets from reaching the competitive equilibrium; • distinguish monopoly markets from competitive markets; • explain the nature of production in the modern economy and identify the profit-maximizing price and the relationship between different types of cost; • apply the basic concepts of macroeconomics, including banking, money creation, income determination, inflation, and unemployment;
Teaching and learning methods	Lectures; group work and discussions; team project.
Assessment forms	Class participation; quizzes; group work and discussions; team project presentation.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 607. Capital Investment and Financial Strategies

Credits	7.5 ECTS
Semester	3
Module description	This module focuses on investment decision-making from the perspective of the portfolio manager. It covers the process of creating, maintaining, and evaluating the performance of professional investment portfolios, and provides advanced skills in equity and fixed-income portfolio construction and management and asset allocation. Advanced topics include professional asset management, alternative investments, discounted cash flow techniques, cost of capital, and valuation.
Module-specific learning outcomes	*Students will be able to:* • explain how financial markets work; • analyze securities and make investment decisions based on available evidence and analysis; • construct and evaluate equity and fixed-income portfolios and apply asset allocation principles; • apply discounted cash flow, cost of capital, and valuation techniques to investment opportunities; • read financial articles and news with a critical approach;
Teaching and learning methods	Lectures; group work and discussions; team project.
Assessment forms	Class participation; quizzes; group work and discussions; team project presentation.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 625. Strategic Cost Management

Credits	7.5 ECTS
Semester	3
Module description	This module develops skills of analysis, evaluation, and synthesis in cost and management accounting and builds awareness of current developments and issues in the field. It covers decision-making and operational control in complex modern industrial organizations, including costing methods, activity-based costing, and other issues in costing systems.
Module-specific learning outcomes	*Students will be able to:* • identify the conventions and principles of managerial and cost accounting that apply to contemporary cost management models; • identify major contemporary issues in strategic cost management; • discuss issues related to the design and implementation of cost management models in modern firms; • apply operations research methods in strategic decision-making;
Teaching and learning methods	Lectures; in-class activities; practical problem-solving; project work.
Assessment forms	In-class activities; midterm exam; final project.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 699. Master's Dissertation

Credits	15 ECTS
Semester	4
Module description	The Master’s Dissertation is the culminating academic project of the MBA program. Students investigate a business-related topic, applying their knowledge and research skills to solve a complex problem. The process includes defining a research question, conducting a literature review, and presenting the findings in a formal dissertation.
Module-specific learning outcomes	*Students will be able to:* • define a research question and justify its relevance; • conduct a critical literature review; • apply appropriate research methods to a business-related problem; • integrate the knowledge and skills acquired throughout the program; • present findings in a comprehensive dissertation that demonstrates the ability to solve complex business problems;
Teaching and learning methods	Independent research under academic supervision; supervisory consultations.
Assessment forms	Written dissertation, assessed against the dissertation evaluation criteria.
Workload	Independent research and writing: 360 h; supervisory consultations: 45 h; finalization of the dissertation: 45 h; total: 450 h (15 ECTS × 30 h).

Elective courses

Students select four elective courses (30 ECTS) in Year 2.

BA 536. Research Methodology

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module introduces qualitative and quantitative concepts and techniques that can be used to make strategic business decisions. The emphasis is on techniques applicable in diverse areas of business management, including finance, operations management, human resources, and marketing. At the end of the module, students complete an individual research paper on a topic of interest, applying the major concepts and research techniques.
Module-specific learning outcomes	*Students will be able to:* • define a research problem and identify variables or phenomena; • identify research designs and develop research questions and hypotheses; • conduct a literature review; • develop a research methodology for qualitative or quantitative designs, using appropriate methods of data analysis; • write a scholarly research proposal using appropriate manuscript writing procedures and considering ethical issues;
Teaching and learning methods	Lectures; practical research exercises; individual research paper.
Assessment forms	Attendance; participation; research paper.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 548. Human Resource Management

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module covers behavioral and legal approaches to the management of human resources in organizations and discusses the role of human resource management in relation to organizational requirements. It covers employee staffing, maximizing employee potential, organizational behavior, management–labor relations, compensation and security, and the relevance of HRM functions in achieving organizational goals. HR-related case problems are included.
Module-specific learning outcomes	*Students will be able to:* • explain human resource management and its essential role in contemporary organizations; • identify and explain HR functions; • evaluate the role of human resource management in organizational strategic planning; • value diversity and explain its importance in the workplace; • explain the legal environment of HR and the legal requirements of HR administration; • describe HR training and appraisal processes; • analyze HR systems and their effects on employee motivation;
Teaching and learning methods	Lectures; case problems; group presentations.
Assessment forms	Class attendance; class participation; quizzes; group presentation.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 601. Management of Information Technology

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module helps managers understand the challenges, opportunities, and risks involved in information technology management. Because what a firm can do in the future is greatly influenced by what its information technology can do, managers must understand the capabilities and limitations of IT as it applies to their company's operations. Topics include IT and corporate strategy, business process modeling, types of information systems, acquisition and development of systems, and managing IT projects.
Module-specific learning outcomes	*Students will be able to:* • describe the key dimensions of corporate strategy and relate them to information systems and IT; • analyze the contribution of information systems to corporate strategic objectives; • describe and model a basic business process and business work system; • apply information systems to meet business needs; • analyze the ways in which information systems can be acquired or built and evaluate the trade-offs of in-sourcing, out-sourcing, and off-shore development; • evaluate emerging trends in information technology; • apply project management principles to information systems projects; • assess the ethical, privacy, and security trade-offs involved in the use of information systems;
Teaching and learning methods	Classroom lecturing; case study discussions and brainstorming; presentation sessions; discussion sessions.
Assessment forms	Midterm exam; paper/project (including preparation and presentation); final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 604. Strategic Management and Business Policy

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module serves as a cohesive map for strategic management. It integrates the accepted theories in the area with real-world applications to provide the basic knowledge and skills needed for strategic management. Lectures and class assignments help students understand the needs of modern public and private organizations, including emerging national and international trends.
Module-specific learning outcomes	*Students will be able to:* • identify and evaluate the impact of key environmental factors (economic, social, technological, and political) on the strategic management context; • critically review the major models used in strategic analysis; • justify the applicability of strategic choices based on implementation factors and conditions; • evaluate strategic management tools in order to recommend appropriate strategic responses to business problems; • analyze the implications of business strategy choices for functional strategies, including marketing, operations, and finance; • design a strategic plan for an organization;
Teaching and learning methods	Classroom lecturing; case study discussions and brainstorming; presentation sessions; discussion sessions.
Assessment forms	Midterm exam; paper/project (including preparation and presentation); final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 613. Market Research and International Business

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module integrates students into the dynamics of the international environment from a practical point of view. It covers market research fundamentals (data analysis, consumer insights, and research techniques) and applies them to international trade theory, cultural differences, global marketing, foreign exchange markets, political environments, trade regulations, market entry, and global human resource management.
Module-specific learning outcomes	*Students will be able to:* • conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities; • conduct, evaluate, and present market research to support international business decision-making; • manage the preparation of documents and procedures that support the movement of products and services in the global supply chain; • evaluate the impact of statutory and regulatory compliance on international trade initiatives; • develop and implement strategies to negotiate effectively within various cultural environments; • develop and present an international marketing plan and evaluate supporting sales strategies;
Teaching and learning methods	Classroom lecturing; case study discussions and brainstorming; presentation sessions; discussion sessions.
Assessment forms	Midterm exam; individual papers; capstone project.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 616. International Management

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module focuses on the strategic challenges confronting firms that compete in the global economy. A firm's strategy is its "theory" of how to gain competitive advantage and compete successfully, and strategic management is the process through which executives develop and implement it. The module seeks to answer the fundamental question of what determines the success and failure of companies around the world.
Module-specific learning outcomes	*Students will be able to:* • identify the factors that determine the success and failure of firms in global business; • analyze the dynamics and directions of international trade and foreign direct investment in the global economy; • evaluate the significance of economic integration and determine strategies appropriate for the globalization environment; • critically assess the role of local firms that compete or collaborate with foreign entrants, especially in emerging economies; • integrate global business knowledge with knowledge from previous MBA courses in a real-world learning project;
Teaching and learning methods	Classroom lecturing; case study discussions and brainstorming; presentation sessions; discussion sessions.
Assessment forms	Midterm exam; paper/project (including preparation and presentation); final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 622. Risk Management and Insurance

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module examines the nature of risk and how it can be managed. Insurance is one of the tools used to respond to risk, but only one of many options for managing risk within risk tolerance. The module opens with the basic principles of risk management and continues with the major forms of insurance and risk management tools in today's business world.
Module-specific learning outcomes	*Students will be able to:* • explain the time value of money in finance; • develop basic analytical skills related to risk management and insurance; • explain the main risk and return measures; • analyze the risk and return characteristics of equity and fixed-income instruments; • analyze financial institutions, including insurance companies; • explain risk hedging instruments and risk management tools;
Teaching and learning methods	Lectures; group assignments; discussions.
Assessment forms	Group assignment 1; group assignment 2; midterm exam; final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 641. International Financial Management

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module analyzes financial products, markets, and organizations from an international perspective. Topics include flows of funds, financial intermediation, financial organizations and services, central banking and monetary policy, fixed-income and equity markets, management of financial risk, international financial markets and organizations, and current and emerging trends in financial markets.
Module-specific learning outcomes	*Students will be able to:* • demonstrate working knowledge of domestic and international financial markets, institutions, forces affecting interest rates, financial innovations, and regulatory trends; • critically appraise arguments about current domestic and international issues in the financial system, including previous financial crises; • explain the role of portfolio investment in financial organizations and apply analytical tools to manage risk; • explain the global nature of financial markets and the role of international organizations operating in them;
Teaching and learning methods	Lectures; discussions; project and presentations.
Assessment forms	Participation; project and presentations; midterm exam; final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 645. Business Communication

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module studies the theory and practice of the skills necessary for effective written, oral, and electronic communication in the modern business environment. Topics include professional e-mail and report writing, presentation skills, active listening and negotiation, interpersonal and cross-cultural communication, and the use of digital communication tools.
Module-specific learning outcomes	*Students will be able to:* • describe and distinguish between communication theories; • explain what business communication is and how to communicate well; • select the types of communication appropriate for different purposes and audiences; • explain how to communicate effectively in business settings at the interpersonal level and highlight issues affecting business communication; • identify the elements of effective presentations; • apply critical thinking and problem-solving skills to the analysis and resolution of communication problems in case studies;
Teaching and learning methods	Lectures; case studies; group assignments; presentations.
Assessment forms	Class participation; group assignment; midterm exam; final group presentation.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 656. International Business Law

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module introduces the legal framework of international business transactions. It covers international contracts and the sale of goods, trade regulation, intellectual property, foreign investment, and the resolution of cross-border commercial disputes. Students identify legal risks and apply legal reasoning to international managerial decisions.
Module-specific learning outcomes	*Students will be able to:* • critically analyze international commercial contracts from a managerial perspective; • critically assess legal risks in cross-border trade and foreign investment; • evaluate dispute resolution mechanisms in international business; • apply legal reasoning to international managerial decisions;
Teaching and learning methods	Lectures; tutorials; case study analysis; group discussions; guided independent reading.
Assessment forms	Participation; quizzes and case studies; midterm exam; final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 658. Project Management

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module covers the essential concepts and skills needed to contribute effectively to the successful accomplishment of projects. Project management principles and techniques are presented with emphasis on real-world application. Topics include the project life cycle and process; planning, scheduling, budgeting, and controlling project performance; project manager responsibilities and skills; and project team development and effectiveness.

Module-specific learning outcomes	*Students will be able to:* • describe the project life cycle; • explain the project management process; • develop a work breakdown structure; • estimate resources, durations, and costs for activities; • develop a project schedule and a project budget; • explain how to manage changes; • explain how project teams are assigned and formed; • conduct a post-project evaluation and apply lessons learned;
Teaching and learning methods	Lectures; case studies; group project.
Assessment forms	Attendance; participation; quiz; group project.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.

BA 664. International Relations

Credits	7.5 ECTS
Semester	3 or 4
Module description	This module introduces the main theories and actors of international relations and their impact on the global business environment. Topics include the international political and economic system, international organizations, globalization, security, and regional integration. Students analyze how international developments shape business decisions.
Module-specific learning outcomes	*Students will be able to:* • critically compare the main theories of international relations; • analyze the roles of states and international organizations in the global economy; • evaluate the impact of globalization and international political developments on business; • integrate international political and economic analysis into managerial decision-making;
Teaching and learning methods	Lectures; tutorials; case study analysis; group discussions; guided independent reading.
Assessment forms	Participation; quizzes and case studies; midterm exam; final exam.
Workload	Total: 225 h (7.5 ECTS × 30 h): contact hours: 50 h (lectures: 36 h; seminars/tutorials: 14 h); independent work (reading, assignments, preparation, and exam preparation): 175 h.