



**Bournemouth
University**

THE BUSINESS SCHOOL

BUSINESS & MANAGEMENT FRAMEWORK

BA (Hons) Business Studies
BA (Hons) Business Studies with Economics
BA (Hons) Business Studies with Enterprise
BA (Hons) Business Studies with Finance
**BA (Hons) Business Studies with Human Resource
Management**
BA (Hons) Business Studies with Law
BA (Hons) Business Studies with Marketing
**BA (Hons) Business Studies with Operations and
Project Management**
BA (Hons) International Business Studies

PROGRAMME SPECIFICATION

Version number: 4.5-0918

Document date: May 2017

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Document date: May 2017

Circulation: General

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ABBREVIATIONS

ACCA	- Association of Chartered Certified Accountants
AGR	- Association of Graduate Recruiters
APM	- Association for Project Management
B&M	- Business and Management (Framework)
BA BM	- Bachelor of Arts (Hons) in Business Management
BA BS	- Bachelor of Arts (Hons) in Business Studies
BA IBC	- Bachelor of Arts (Hons) in International Business Communication
BA IBM	- Bachelor of Arts (Hons) in International Business Management
BS	- The Business School (at Bournemouth University)
BU	- Bournemouth University
CAS	- Common Academic Structure
CIHE	- Council for Industry and Higher Education
CIM	- Chartered Institute of Marketing
CIMA	- Chartered Institute of Management Accountants
CIPD	- Chartered Institute of Personnel and Development
CMI	- Chartered Management Institute
DLHE	- Destinations of Leavers of Higher Education
FHEQ	- Framework for Higher Education Qualifications
GTA	- Guernsey Training Agency
HE	- Higher Education
HEA	- The Higher Education Academy
HEFCE	- Higher Education Funding Council for England
HRM	- Human Resource Management
ICAEW	- Institute of Chartered Accountants of England and Wales
IELTS	- International English Language Testing System
ILM	- Institute of Leadership and Management
JACS	- Joint Academic Coding System
KIS	- Key Information Sets
OB	- Organisational Behaviour
QAA	- The Quality Assurance Agency for Higher Education
SSR	- Staff: Student Ratio
UG	- Undergraduate
WP	- Widening Participation

1 BASIC FRAMEWORK AND PROGRAMME DATA

Originating institution(s)	Bournemouth University Guernsey Training Agency (GTA)
Award(s) and title(s)	BA (Hons) Business Studies BA (Hons) Business Studies with Economics BA (Hons) Business Studies with Enterprise BA (Hons) Business Studies with Finance BA (Hons) Business Studies with Human Resource Management BA (Hons) Business Studies with Law BA (Hons) Business Studies with Marketing BA (Hons) Business Studies with Operations and Project Management BA (Hons) International Business Studies Dip HE Business Studies Cert HE Business Studies
UCAS Programme Code	N100
HESA JACS (Joint Academic Coding System) Code(s) per programme/pathway	BA (Hons) Business Studies – N100 BA (Hons) Business Studies with Economics – N190 BA (Hons) Business Studies with Enterprise – N190 BA (Hons) Business Studies with Finance – N190 BA (Hons) Business Studies with Human Resource Management – N190 BA (Hons) Business Studies with Law – N190 BA (Hons) Business Studies with Marketing – N190 BA (Hons) Business Studies with Operations and Project Management – N190 BA (Hons) International Business Studies – N190
External reference points(s)	The UK Quality Code for HE: Chapter 1A: The National Level (incorporating the Framework for Higher Education Qualifications (FHEQ) in England, Wales and Northern Ireland) (QAA 2011) Chapter A2: The subject and qualification level (QAA, 2011) General Business and Management Subject Benchmark (QAA, 2007) Foundation Degree Qualification Benchmark (QAA, 2010)
Professional, Statutory and Regulatory Body (PSRB) links	The Institute of direct and digital marketing (IDM) and Chartered Institute of Marketing (CIM) for BA (Hons) Business Studies with Marketing
Place(s) of delivery	Bournemouth University Guernsey Training Agency (GTA), St Peter Port, Guernsey (delivery at GTA was formally closed on 17.02.16 – E1516054)
Mode(s) of delivery	Full-time sandwich Full-time mandatory short placement (GTA)
Credit structure	120 BU credits (60 ECTS credits) at each Level

Duration	4 years (campus delivery) 2 extended years (GTA)
Date of original approval(s)	1979
Date of first intake	2007
Student numbers	Minimum 170 (Bournemouth University) 11 (GTA) Maximum 300 (Bournemouth University) 35 (GTA) Optimum 235 (Bournemouth University) 25 (GTA)
Placements	Bournemouth University: a minimum of 30 weeks to be completed between Level I and Level H Compulsory minimum 30 week Placement Year in an academic (overseas), Professional or Commercial environment (can be combined). GTA: Compulsory 8 weeks to be completed prior to graduation.
Date and version number of this Framework/Programme Specification	May 2017 Version 4.5-0918

E1213201-09 - UG Review 2012-13

NM131403: BS 1314 12

P1415 10: P1415 11: P141512: P141514: P141515: P141517

BS141501: BS141504: NM 1415 08: BS141511

E1516054

FM 1617 03, approved 16 November 2016; previously version 4.2.

BU1617 01, approved 24/02/2016, previous version 4.3-0917

FM1617 07 and FM1617 08, approved 10/05/2017, previous version 4.4-0917

2 AIMS OF THE DOCUMENT

The aims of this document are to:

- Define the structure of the Business and Management Undergraduate Framework;
- Specify the programme degree names and pathways within the Framework;
- Identify programme and level learning outcomes;
- Articulate the regulations governing the awards offered through this Framework.

3 PROGRESSION ROUTES

The programmes listed below have formally agreed progression arrangements with the Business Studies set of programmes. In order to take advantage of exciting new approaches to learning and teaching, as well as developments in industry, the current, approved Articulation/Recognition/Progression route(s) for this/these programme(s)/framework may be subject to change. Where this happens, students will be informed and supported by the School as early as possible.

3.1 Recognition without advanced standing

- **MLS International College** - MLS Diploma (Undergraduate Foundation).

Students who have successfully completed the Tourism, Marketing & Business pathways with Merit profile and have IELTS 6 with a minimum of 5.5 in each element (or equivalent) will be eligible to apply for entry without advanced standing to the one of the following programmes:

- BA (Hons) Business Studies (Level C)
- BA (Hons) Business Studies with Economics (Level C)
- BA (Hons) Business Studies with Enterprise (Level C)
- BA (Hons) Business Studies with Finance (Level C)
- BA (Hons) Business Studies with Human Resource Management (Level C)
- BA (Hons) Business Studies with Law (Level C)
- BA (Hons) Business Studies with Marketing (Level C)
- BA (Hons) Business Studies with Operations and Project (Level C)
- BA (Hons) International Business Studies (Level C)

- **Bournemouth Business School International (BBSI)** - University Foundation Course in Hospitality Management and Tourism; Management and Business Administration; Marketing, Advertising and Public Relations.

Students who have successfully completed the University Foundation Courses in Hospitality Management and Tourism; Management and Business Administration; or Marketing, Advertising and Public Relations with Merit profile and have IELTS 6 with a minimum of 5.5 in each element (or equivalent) will be eligible to apply for entry without advanced standing to the one of the following programmes:

- BA (Hons) Business Studies (Level C)
- BA (Hons) Business Studies with Economics (Level C)
- BA (Hons) Business Studies with Enterprise (Level C)
- BA (Hons) Business Studies with Finance (Level C)
- BA (Hons) Business Studies with Human Resource Management (Level C)
- BA (Hons) Business Studies with Law (Level C)
- BA (Hons) Business Studies with Marketing (Level C)
- BA (Hons) Business Studies with Operations and Project (Level C)
- BA (Hons) International Business Studies (Level C)

3.2 Articulation without advance standing

- **Kaplan International College (KIC) Bournemouth** - Foundation Certificate In Business, Law and Finance

Students who have successfully completed the Foundation Certificate In Business, Law And Finance with a course average of 50% and an English exit of 60% will be eligible to apply for entry without advanced standing to the Business Studies and to any of the Business Studies (with Named Award) programmes.

3.3 Articulation with advanced standing

- **Kaplan International College (KIC) Bournemouth** - Diploma In Business (Pending)

At the time of developing the programme documentation, the University is reviewing the Kaplan Diploma in Business for allowing its students with a course average of 50% and an English exit of 60% to be eligible to apply for entry with advanced standing to specific Business Studies programmes.

Any student joining the Programme as a direct entrant to Level I, for example from the Kaplan Diploma or having studied Year 1 on a comparable programme at another HEI, will receive academic counselling in respect of their option choices and preferred Pathway. In some cases, for example where a student has insufficient academic underpinning from their previous studies, specific options and/or Pathways may not be selected.

3.4 Recognition with advanced standing

- **University of Wales** - Certificate of Higher Education in Business and Management (CHEBM) (delivered by Kaplan International College Bournemouth)

Students who have successfully completed the Certificate of Higher Education in Business and Management will be eligible to apply for entry with advanced standing to the following programmes:

BA (Hons) Business Studies (Level I)
BA (Hons) Business Studies with Economics (Level I)
BA (Hons) Business Studies with Enterprise (Level I)
BA (Hons) Business Studies with Finance (Level I)
BA (Hons) Business Studies with Human Resource Management (Level I)
BA (Hons) Business Studies with Marketing (Level I)
BA (Hons) Business Studies with Operations and Project Management (Level I)

They will be credited with 120 credits at Level C and will receive academic counselling in respect of their option choices and preferred Pathway.

3.5 Internal Progression (University evaluation panel to approve)

There are no internal progression arrangements for the Business Studies, nor to any of the Business Studies pathways.

4 ACADEMIC AND PROFESSIONAL CONTEXTS

4.1 Overview

The Business Studies suite of programmes constitutes a core part of the Business and Management Undergraduate Framework that also includes BA (Hons) International Business and Management (online), BA (Hons) Business and Management (Top Up) and BA (Hons) International Business Communication (Top Up) (Fig.1).

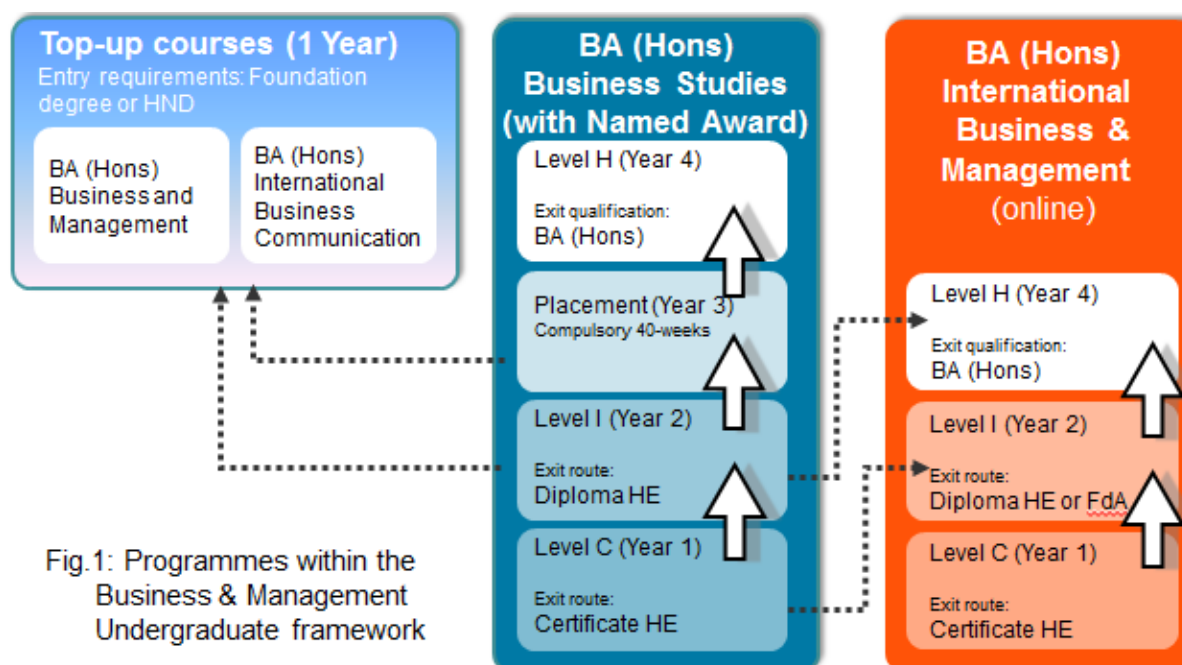


Fig.1: Programmes within the Business & Management Undergraduate framework

These programmes belong to the family of general business and management programmes and are regulated by the Subject Benchmark Academic Standards for 'General Business and Management'. The purpose of these programmes is threefold (QAA for HE, 2007, p.1), focusing on:

- “the study of organisations, their management and the changing external environment in which they operate;
- preparation for, and development of, a career in business and management;
- enhancement of lifelong learning skills and personal development to contribute to society at large.”

The programmes presented subscribe to the above, producing graduates who are able to operate professionally and effectively in a range of industrial, commercial and professional contexts, and improve an organisation’s ability to perform, change and compete. Their mix of interpersonal, managerial and practical competence allows these graduates to pursue management opportunities across the full spectrum, both at home and internationally.

The programmes are well established and the team has considerable experience of designing and delivering curricula that meet the needs of students, employers and other relevant stakeholders. The process of programme monitoring assures the relevance and quality of the student experience and standards, and changes are made in considered response to feedback from students, external examiners, staff, businesses and Alumni. The Annual Report on Framework Monitoring (ARFM) critically reviews the delivery of the programme and summarises student and staff achievements. The School has received commendations, both internally and externally, in matters of quality assurance and enhancement, in particular with respect to the Continuous Action Plan as a way to address the recommendations from the External Examiners and to respond to student feedback.

The overall programme structure provides students with both breadth and depth of knowledge and a wide range of learning experiences. Following a broad-based common first year of studies, during which students are exposed to a wide range of subject disciplines, students may choose to specialise from Level I onwards in one of 8 specialist 'Pathways', each of which leads to a 'Named Award' and is mapped, where appropriate, against the expectations and curricula of relevant professional bodies.

Normally, a restricted number of pathway titles (in some cases only one) is available to any one cohort of students studying in Guernsey. This will usually result in there being no choice of options.

Emphasis is placed on the acquisition of knowledge and understanding and the development of professional skills, capabilities and personal qualities to act on that knowledge. Throughout the programme, students are required to engage critically, by considering such issues as the social, ethical and political impact of business decisions, managing diversity, being globally aware, and being dealing with uncertainty and ambiguity. Students are encouraged to develop their full potential in a challenging, enterprising and stimulating learning environment, in which there is a strong emphasis on developing autonomy, resourcefulness and the abilities to manage themselves and others.

4.2 Personal and Professional Effectiveness, Employability, Global Awareness and Citizenship

The development of personal and professional effectiveness, employability, global awareness and citizenship features prominently throughout the programme, requiring students to critically reflect upon, and evidence, *inter alia*:

- "Effective self-management in terms of time, planning and behaviour, motivation, self-starting, individual initiative and enterprise
- Effective performance, within a team environment including: leadership, team building, influencing and project management skills;
- Interpersonal skills of effective listening, negotiating, persuasion and presentation;
- Self-reflection and criticality including self-awareness, openness and sensitivity to diversity in terms of people, cultures, business and management issues. Also, the skill of learning to learn and developing an appetite for learning; reflective, adaptive and collaborative learning." (QAA for HE, 2007, p.4)

The following reflect some of the policies in place and/or methods used:

- The 'Developing Management Competencies' unit at Level C focuses on developing students as effective, independent and credible professionals through exposure to a range of challenges associated with doing business and managing locally and internationally in a highly interconnected world increasingly digitised.
- The "Introduction to Organisational Behaviour and Ethics" unit at Level C encourages analysis of social relationships that organisations operate with, and developing understanding of challenges in managing a plurality of values and beliefs. It illuminates aspects of organisational behaviour and ethical/moral dilemmas for managers;
- For Campus delivery, opportunities exist in both the second and placement years to study and/or work abroad;
- In the second year, the core unit "Research in Business and Management" develops students' business research skills and data analytical skills;
- At Level I, a standalone, predominantly student-managed, integrative 'Business Simulation' enhances students' entrepreneurial skills and provides them with an opportunity to develop their ability to work in teams and apply knowledge to a practical situation. This unit prepares students for their Placement Year and for managing their professional career path.

For Campus delivery the Pre-Placement Seminar (PPS) introduces students to the expectations, both of the University and of the employing organisation, of working in an organisational context;

- Whilst on placement, students are encouraged to develop a Personal Development Log (PDL);

- Placement learning and experience is reviewed at the Placement Seminar (PS), particularly in the context of selecting units for final-year study;
- The Level H 'Project' unit provides students with opportunities to develop critical thinking and reflective practice, link their project work to their future careers and further develop the concept of experiential and lifelong learning.
- Guernsey Training Agency (GTA) students will benefit from a placement period of 8 weeks during the summer break between years 1 and 2, enabling them to put into practice knowledge and understanding developed in their studies to date.

5 PROGRAMME AIMS

5.1 General Overview

The programme (all pathways) aims to develop critically informed, agile and resourceful graduates who:

- have the versatility and personal qualities to manage a range of business activities in a global context;
- are critically aware of the wider impact of business decisions on organisational stakeholders and society;
- have highly-developed interpersonal skills;
- are able to manage their own personal development and lifelong learning.

The programme is distinctive in a number of ways. It:

- offers an exceptionally broad and varied first-year learning experience, exposing students to a wide range of business and management disciplines;
- allows students to specialise in one of 8 different areas of interest, enabling graduates to compete more favourably with those from specialist backgrounds (initially pathways will only be available to the GTA student if numbers prove viable).
- offers the opportunity, rare at undergraduate level, to engage in a 'real-life' consultancy Project at Level H;
- recognises the importance of the placement by encouraging students to develop a Personal Development Log;
- exposes students to innovative and diverse learning and teaching methods;
- Evidences a strong commitment to the development of personal and professional effectiveness and to employability, both through dedicated units and through embedding.

5.2 The Named Awards - Overview

5.2.1 BA (Hons) Business Studies with Economics

BA (Hons) Business Studies with Economics aims to provide students with knowledge, understanding and skills in the areas of domestic and international economic analysis, which will enable them to appreciate further the economic context of business and give them access to the economic, qualitative and quantitative techniques and ideas used in the analysis and solution of business problems in a global market-place. Students will develop a critical appreciation of alternative theories concerning the working of both the micro-economy and the macro-economy, alternative economic systems and alternative economic policy strategies. Students will also develop important communication and analytical skills, which will enable them to analyse and discuss business problems and solutions, and enhance their employability.

5.2.2 BA (Hons) Business Studies w

5.2.3 ith Enterprise

BA (Hons) Business Studies with Enterprise aims to provide students with the knowledge, understanding, skills and behaviours that will enable them to operate effectively as entrepreneurs. Students will develop a critical appreciation of issues related to intrapreneurial and entrepreneurial activity, including the role of innovation, and equip themselves with the tools necessary to start and/or manage their own business. Students will develop their team-working, customer-facing, interpersonal and project management capabilities.

5.2.4 BA (Hons) Business Studies with Finance

BA (Hons) Business Studies with Finance aims to provide students with knowledge, understanding and skills in the areas of financial and management accounting within the organisational context. Many decisions made within organisations have a financial dimension and use accounting information, and it is important for students to understand and be able to contribute to such discussions in the workplace. Accounting and Finance use an increasingly international language in order to meet the challenge presented by the globalisation of many business sectors. Financial, accounting and reporting skills are extremely valuable in a wide variety of business situations, and continue to be sought after by all types of commercial and non-commercial organisations.

5.2.5 BA (Hons) Business Studies with Human Resource Management

BA (Hons) Business Studies with Human Resource Management aims to provide students with knowledge, understanding and skills in the areas of psychology, social psychology and sociology, which will enable them to operate as a human resource management practitioner. The units are closely linked to CIPD standards, providing students with a broad grounding in the core generalist areas. Students will develop a conceptual understanding of the nature and character of modern Human Resource Management (HRM). Specifically, the units develop a critical understanding of strategic HRM with a particular focus on people management and development, enabling students to critically assess the impact of these on the organisation as a whole.

5.2.6 BA (Hons) Business Studies with Law

BA (Hons) Business Studies with Law aims to enable students to equip students with knowledge and understanding of legal issues as they apply to business and management. It is necessary for non-lawyers to appreciate the extent to which they can deal with a legal problem and, when it is appropriate, to refer the matter to a law professional. There are many areas in which non-lawyers with knowledge of fundamental legal principles and rules can work effectively in an organisation. The study of law promotes analytical skills, problem-solving ability and an appreciation of complex documentation. It also provides the ability to summarise documents and provide concise statements, a particularly useful skill in drafting executive summaries. Students on the Law pathway will develop a range of communication skills - verbal, written and electronic - which can be utilised through, for example, negotiation, assessing the weight of arguments, writing and drafting.

5.2.7 BA (Hons) Business Studies with Marketing

BA (Hons) Business Studies with Marketing aims to provide students with knowledge, understanding and skills in marketing functions, principles and practice, enabling them to develop marketing approaches for a range of marketing scenarios. The pathway equips learners with the ability to understand the specificity of different industry structures and tailor solutions to an increasingly digitized globalised context. Students will develop the ability to manage, at a strategic level, the key elements in marketing, together with the ability to think critically about marketing scenarios and use

market and other information to make informed decisions. Students will also develop a critical understanding of the concepts, principles and activities of international marketing, through a critical review of the theoretical frameworks both for the analysis of international marketing environments and for the development of international marketing programmes.

5.2.8 BA (Hons) Business Studies with Operations and Project Management

BA (Hons) Business Studies with Operations and Project Management takes as its philosophy that successful organisations require a holistic approach to management. Operations and projects are seen as complementary and synergistic: the former is concerned with incremental improvements and wide-scale innovative change and the latter deals with the implementation of such change. Both of these disciplines also need to link with, and be informed by, a high-level business strategy designed to employ resources, such as knowledge, people skills, materials and finance, to deliver goods and/or services required to meet corporate objectives. Students will be given the knowledge to take an overarching perspective, through the study of the key processes, systems and practices that contribute to the effective projects and operations, including an understanding of the importance of individual and corporate behaviours, cultures and their international dimensions. Skills will be developed for applying business-specific tools for analysis, decision-making and evaluation to a range of scenarios and problems concerned with the planning, controlling and integration of business activities.

5.2.9 BA (Hons) International Business Studies

BA (Hons) International Business Studies aims to provide students with the knowledge, understanding and skills, which will enable them to conduct themselves professionally and credibly in an international working environment. Students will develop cultural and linguistic sensitivity, as well as a critical understanding of the challenges of working and managing internationally. The pathway focuses on developing within students a critical appreciation of different concepts of international business etiquette and protocol, culturally distinct management styles and the impact of convergence. Learners will also enhance their understanding of the increasing importance of sustainability and their ability to resolve ethical dilemmas in a global context. Students will develop highly sophisticated communication skills, which will enable them to interact effectively and confidently in a cross-cultural context.

6 INTENDED LEARNING OUTCOMES

The Intended Programme Outcomes and Intended Level / Stage Outcomes (for intermediate awards) are specified in terms of four categories: 'subject knowledge and understanding', 'intellectual skills', 'practical skills' and 'transferable skills'.

This section presents the Programme outcomes first and then introduces the ILOs for each of the Levels C, I and H. The latter differ marginally from the programme outcomes, which will allow to better capture the cumulative outcomes achieved over an entire programme.

6.1 Programme Outcomes

Subject knowledge and understanding

This programme provides opportunities for students to develop and demonstrate knowledge and understanding of:

- A1** Organisations, the environments in which they operate and how they are managed
- A2** Business functions and processes

A3 The limitations and applicability of theories, concepts and principles relevant to business and management

A4 Pervasive, contemporary and emerging issues

A5 A particular specialist subject area. - In the case of Business Studies with pathways, the knowledge and understanding of the specialist subject area will be aligned with the pathway, as follows:

Business Studies with Economics:

- Employ both deductive and inductive reasoning in analysing complex economic systems.

Business Studies with Enterprise:

- Exploit entrepreneurial and intrapreneural opportunities in a systematic and constructively critical manner.

Business Studies with Finance:

- Utilise a range of theories and techniques to evaluate and manage financial decision making in corporate context.

Business Studies with Human Resource Management:

- Integrate theoretical and practical knowledge in applying key HRM concepts to business and social enterprises.

Business Studies with Law:

- Contextualise, critically appraise and apply as necessary principles of corporate governance, contract and employment law.

Business Studies with Marketing:

- Use a range of appropriate and relevant for the specific context techniques to undertake market analyses and develop feasible marketing strategies.

Business Studies with Operations and Project Management:

- Demonstrate ability to approach, analyse and develop manufacturing and service operation strategies and practices.

International Business Studies:

- Contextualise and integrate a range of interpersonal policies and practices for cross-cultural management in global context.

Intellectual skills

This programme provides opportunities for students to develop and demonstrate intellectual skills through the ability to:

- B1** Critically evaluate theory and practice
- B2** Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence
- B3** Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations
- B4** Apply theory to practice to inform understanding and practice
- B5** Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses
- B6** Critically reflect upon experience and relate this to theory and practice
- B7** Manage complexity, uncertainty and ambiguity

Subject Specific Skills

This programme provides opportunities for students to develop and demonstrate subject-specific/practical skills through the ability to:

- C1** Demonstrate confidence and competence in the use of information technologies
- C2** Conduct research into business and management issues, either individually or as part of a team
- C3** Use appropriate skills to communicate effectively in business situations

- C4** Prepare and present business reports
- C5** Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills
- C6** Work effectively in an online environment

Transferable skills

This programme provides opportunities for students to develop and demonstrate transferable skills through the ability to:

- D1** Perform effectively when working in collaboration with others
- D2** Apply effective research skills
- D3** Apply numerical and quantitative skills to analyse, interpret and extrapolate
- D4** Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation
- D5** Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues
- D6** Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways
- D7** Manage their own learning and development
- D8** Anticipate and respond flexibly and creatively to change
- D9** Engage in reflective practice and collaborative learning

6.2 Level C Outcomes

Students who complete Level C will be expected to be able to:

Subject Knowledge and Understanding

- A1** Demonstrate knowledge of the underlying concepts and principles associated with accounting and finance, society and work, law, information management, quantitative analysis, the economic context of business, business processes, marketing, international awareness and ethics
- A2** Understand the inter-relationships between functions, processes and the external environment
- A3** Understand the theories that support learning and personal development.

Intellectual skills

- B1** Evaluate and interpret the concepts and principles introduced to illuminate aspects of business management practice and theory
- B2** Present, evaluate and interpret data, develop lines of inquiry and draw justifiable claims in accordance with basic theories and concepts
- B3** Select, prioritise, synthesise and integrate information in a coherent manner.

Subject Specific Skills

- C1** Prepare, interpret and analyse financial data
- C2** Identify the legal standing and implications of business decisions
- C3** Apply concepts to analyse the relationship between society and work

C4 Use appropriate tools to present, manipulate and communicate business data

Transferable skills

- D1** Evidence competence and confidence in the use of common technologies and applications
- D2** Communicate effectively and in cross-cultural contexts
- D3** Reflect on activities and personal development in terms of process and task
- D4** Operate effectively in a variety of learning contexts
- D5** Appreciate the organisational, environmental and societal contexts in which their careers and lives will unfold

6.3 Level I Outcomes

Students who complete Level I will be expected to be able to:

Subject Knowledge and Understanding

- A1** Demonstrate detailed knowledge and understanding of financial analysis and decision making, managing organisations and human resource management, strategic awareness and business research methods
- A2** Evidence knowledge and understanding in a one or more of the following specialist areas: operations and project management; economics; law; marketing; international business; small business management
- A3** Challenge conventional ideologies and assumptions underlying modern business practice and processes
- A4** Use appropriate tools and techniques to examine business and management problems

Intellectual skills

- B1** Analyse and evaluate core and specialised business functions and processes
- B2** Select, prioritise, synthesise and integrate information professionally and credibly
- B3** Deploy an array of skills to undertake business research
- B4** Evaluate and apply a range of competing theories and approaches, identifying appropriate outcomes.

Subject Specific Skills

- C1** Assess solutions to business problems using relevant models and techniques
- C2** Identify and apply appropriate research methods to investigate organisational issues
- C3** Evaluate the application of tools, techniques and models, to deliver solutions to business problems and management issues
- C4** Develop a range of strategies for successful placement search

Transferable skills

- D1** Deploy professional skills and behaviours to a range of business tasks
- D2** Manage self and others to achieve tasks
- D3** Have enhanced interpersonal, social and communication skills
- D4** Reflect on own performance, that of others and devise improvement plans

6.4 Level H Outcomes

Subject knowledge and understanding

Graduates will demonstrate a systematic and critically informed understanding of:

- A1 Organisations, the environments in which they operate and how they are managed
- A2 Business functions and processes
- A3 The limitations of current knowledge and practices
- A4 Pervasive, contemporary and emerging issues
- A5 A particular specialist subject area

Intellectual skills

Graduates are expected to be able to:

- B1 Critically evaluate theory and practice
- B2 Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence
- B3 Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations
- B4 Apply theory to practice to inform understanding and practice
- B5 Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses
- B6 Critically reflect upon experience and relate this to theory and practice
- B7 Manage complexity, uncertainty and ambiguity.

Subject Specific Skills

Graduates are expected to be able to:

- C1 Apply concepts and models to understand business problems and phenomena
- C2 Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations
- C3 Conduct research into business and management issues, either individually or as part of a team
- C4 Use appropriate skills to communicate effectively in business situations
- C5 Prepare and present business reports
- C6 Demonstrate confidence and competence in the use of information technologies
- C7 Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills
- C8 Manage ambiguous, complex and uncertain situations

Transferable skills

Graduates are expected to be able to:

- D1 Perform effectively when working in collaboration with others
- D2 Apply effective research skills
- D3 Apply numerical and quantitative skills to analyse, interpret and extrapolate

- D4** Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation
- D5** Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues
- D6** Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways
- D7** Manage their own learning and development
- D8** Anticipate and respond flexibly and creatively to change
- D9** Engage in reflective practice and collaborative learning

7 LEARNING AND TEACHING METHODS AND STRATEGIES

The range of learning and teaching methods and strategies employed across the programmes are listed below. These reflect an emphasis on the acquisition and application of knowledge, as well as a strong focus on professional development.

Subject knowledge and understanding

Knowledge and understanding is acquired via lectures, seminars, guided independent study, self-managed learning and experiential learning. Knowledge and understanding is also developed through discussion forums, case study work and debate. Knowledge and understanding is acquired through both individual and group-based work.

Intellectual skills

Intellectual skills are mainly developed in seminars and through guided independent study, self-managed learning and experiential learning. Intellectual skills are also developed through discussion forums, case study work and debate. Intellectual skills may be developed through both individual and group-based work.

Subject Specific Skills

Practical skills are promoted mainly through class activities. The Level C unit 'Developing Management Competencies' and the Level I unit, 'Business Simulation', are key units in the development of practical and subject-specific skills. By Level H, students have an element of independence to experiment and test practical skills. However, they continue to receive appropriate support and guidance from staff.

Transferable skills

Transferable skills are developed in an embedded and contextual manner through most units and mainly through class activities and coursework assignments. The Level C unit 'Developing Management Competencies', the Level I unit, 'Business Simulation', and the Level H 'Project' unit all feature prominently in terms of their emphasis on the development of transferable skills. The compulsory Placement also plays a significant role in this regard.

8 ASSESSMENT STRATEGIES AND METHODS

A wide range of assessment strategies and methods are employed across the programmes as illustrated below.

Subject knowledge and understanding

Knowledge and understanding are assessed primarily via in-course assessment and examination. In-course assessment may take many forms, including, though not limited to, online discussion forums, oral presentations, role plays, simulations, reports and essays.

Intellectual skills

Intellectual skills are assessed by a variety of assessment methods including formal reports, oral presentations, essays and examinations. Examinations provide students with the opportunity to demonstrate their ability to structure a clear, concise, reasoned argument and analyse an issue in a limited time period. The challenges posed by such complex units as 'Developing Management Competencies', 'Business Simulation' and the 'Project require students to develop skills B6 and B7 in particular.

Subject Specific Skills

Assessment of practical skills is mainly via coursework, the submission of reports and oral presentations. As mentioned in Section 4.2, personal and professional effectiveness is formally assessed throughout the programme, including via the Level I 'Business Simulation' unit.

Transferable skills

Transferable skills are assessed predominantly through coursework assignments, such as reports, essays and oral presentations. They are particularly tested through coursework assignments where information gathering, written and oral communication and group work are prioritised. Many staff employ contemporary forms of assessment, including autorunning, narrated presentations, role plays and simulations. The School has implemented further innovative methods of assessment, such as posters, walkthroughs, video presentations and infographics. These are well suited for online/blended submissions and allow for flexibility in the mode of assessment. Most assignments allocate a small proportion of marks to the 'professional impact' of the work, requiring student to pay specific attention to presentation, organisation, coherence and referencing.

Self- and peer-assessment is another approach that is used to develop evaluative, analytical, critical and reflective skills, as well as to obtain feedback on the performance of the team and distinguish individual contribution to group work. These are important as employability skills and can be recognised in the learning outcomes of a the unit.

9 PROGRAMME AND LEVEL SKILLS MATRICES

9.1 Skills matrix: BA (Hons) Business Studies

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
L E V E L C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*	*		*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*
	Developing Management Competencies	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		*	*		*	*		*	*	*	*	*
	Marketing	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*		*	*	*	*	*	*
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
L E V E L I	Financial & Business Analysis	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*		*	*			*	*		*	*
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Consumer Behaviour and Market Research	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		*
	Contract Law	*	*	*	*	*	*	*		*					*	*						*				*	*		*
	Digital (Interactive) Marketing	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Global Sustainability and Cross-Cultural Challenges	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Macroeconomics for Business I	*	*	*	*	*		*		*	*		*	*	*	*	*	*	*	*		*	*			*	*		*
	Microeconomics for Business I	*	*	*	*	*	*	*		*	*		*		*	*	*	*	*	*		*	*			*	*		*
	Operations Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Project Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																												
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9		
L E V E L H	Advanced Project Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
	Company Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Corporate Finance	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Corporate Reporting	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Employment Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Entrepreneurship and Business Ventures	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	International Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	International Marketing Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Macroeconomics for Business II	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Managing Innovation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Microeconomics for Business II	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Operations Strategy	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	People Management and Development	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Principles of Consultancy	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Strategic Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Strategic Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Strategic Marketing Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed A2. Business functions and processes A3. The limitations of and applicability of theories, concepts and principles relevant to business and management A4. Pervasive, contemporary and emerging issues A5. A particular specialist subject area [*]</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies C2. Conduct research into business and management issues, either individually or as part of a team C3. Use appropriate skills to communicate effectively in business situations C4. Prepare and present business reports C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations B4. Apply theory to practice to inform understanding and practice B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses B6. Critically reflect upon experience and relate this to theory and practice B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others D2. Apply effective research skills D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways D7. Manage their own learning and development D8. Anticipate and respond flexibly and creatively to change D9. Engage in reflective practice and collaborative learning.</p>

[*] – The specialist subject area could be any of the following:

- Employ both deductive and inductive reasoning in analysing complex economic systems.
- Exploit entrepreneurial and intrapreneural opportunities in a systematic and constructively critical manner.
- Utilise a range of theories and techniques to evaluate and manage financial decision making in corporate context.
- Integrate theoretical and practical knowledge in applying key HRM concepts to business and social enterprises.
- Contextualise, critically appraise and apply as necessary principles of corporate governance, contract and employment law.
- Use a range of appropriate and relevant for the specific context techniques to undertake market analyses and develop feasible marketing strategies.
- Demonstrate ability to approach, analyse and develop manufacturing and service operation strategies and practices.
- Contextualise and integrate a range of interpersonal policies and practices for cross-cultural management in global context.

9.2 Skills matrix: BA (Hons) Business Studies with Economics

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
LEVEL C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*	*		*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*
	Developing Management Competencies	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*	*	*	*	*	*	*
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Marketing	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
LEVEL I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Macroeconomics for Business I	*	*	*	*	*		*		*	*		*	*	*	*	*	*	*		*	*			*	*			
	Microeconomics for Business I	*	*	*	*	*	*	*		*	*		*		*	*	*	*	*	*		*	*			*	*		
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
LEVEL H	Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Macroeconomics for Business II	*		*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Microeconomics for Business II	*		*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Strategic Management	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Programme ILOs: BA (Hons) Business Studies with Economics

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>A5. A particular specialist subject area: Employ both deductive and inductive reasoning in analysing complex economic systems.</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p> <p>D8. Anticipate and respond flexibly and creatively to change</p> <p>D9. Engage in reflective practice and collaborative learning.</p>

9.3 Skills matrix: BA (Hons) Business Studies with Enterprise

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																												
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9		
LEVEL C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*		*		*	*	*	*	*	*		*	*	*		*	*		*	*	
	Developing Management Competencies	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*	*		*	*	*		*	*	*	*	
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*	
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*		*	*	*	*	*	
	Marketing	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*		*	*		*	*	*	*	*	
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*		*	*	
LEVEL I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*		
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Consumer Behaviour and Market Research	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Contract Law	*	*	*	*	*	*	*		*				*	*	*					*				*	*		*	*	
	Digital (Interactive) Marketing	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Global Sustainability and Cross-Cultural Challenges	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Macroeconomics for Business I	*	*	*	*	*		*		*	*		*	*	*	*	*	*	*		*	*			*	*		*	*	
	Microeconomics for Business I	*	*	*	*	*	*	*		*	*		*		*	*	*	*	*	*		*	*			*	*		*	*
	Operations Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Project Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	

Level H	Units	Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																										
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9
		Entrepreneurship and Business Ventures	*	*	*	*		*	*	*	*	*	*	*		*	*	*	*		*	*	*	*	*	*	*	*
Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*		*	*						*			*	*	*	*	*
Managing Innovation	*	*	*	*		*	*	*	*	*	*	*		*	*	*	*			*	*	*	*	*	*	*	*	*
Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Strategic Management	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*			*	*	*	*

Programme ILOs: BA (Hons) Business Studies with Enterprise

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>A5. A particular specialist subject area: Exploit entrepreneurial and intrapreneural opportunities in a systematic and constructively critical manner.</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p> <p>D8. Anticipate and respond flexibly and creatively to change</p> <p>D9. Engage in reflective practice and collaborative learning.</p>

9.4 Skills matrix: BA (Hons) Business Studies with Finance

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
LEVEL C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*		*		*	*	*	*	*	*		*	*	*		*	*		*	*
	Developing Management Competencies	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*	*	*	*	*	*	*	*
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Marketing	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
LEVEL I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Consumer Behaviour and Market Research	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Contract Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Digital (Interactive) Marketing	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Global Sustainability and Cross-Cultural Challenges	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Macroeconomics for Business I	*	*	*	*	*		*		*	*		*	*	*	*		*			*	*			*	*		*	*
	Microeconomics for Business I	*	*	*	*	*	*	*		*	*		*		*	*		*			*	*			*	*		*	*
	Operations Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Project Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

P.T.O.

	Units	Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																										
		A	A	A	A	A	B	B	B	B	B	B	B	C	C	C	C	C	C	D	D	D	D	D	D	D	D	D
		1	2	3	4	5	1	2	3	4	5	6	7	1	2	3	4	5	6	1	2	3	4	5	6	7	8	9
L E V E L H	Corporate Finance	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Corporate Reporting	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Strategic Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Programme ILOs: BA (Hons) Business Studies with Finance

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>- A5. A particular specialist subject area: Utilise a range of theories and techniques to evaluate and manage financial decision making in corporate context..</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p> <p>D8. Anticipate and respond flexibly and creatively to change</p> <p>D9. Engage in reflective practice and collaborative learning.</p>

9.5 Skills matrix: BA (Hons) Business Studies with Human Resource Management

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																												
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9		
LEVEL C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*		*		*	*	*	*	*	*		*	*	*		*	*		*	*	
	Developing Management Competencies	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*	*		*	*	*		*	*	*	*	
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*	
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*		*	*	*	*	*	
	Marketing	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*		*	*		*	*	*	*	*	
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*	*	*	*	
LEVEL I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*		
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Consumer Behaviour and Market Research	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Contract Law	*	*	*	*	*	*	*		*					*	*						*				*	*			
	Digital (Interactive) Marketing	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Global Sustainability and Cross-Cultural Challenges	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Macroeconomics for Business I	*	*	*	*	*		*		*	*		*	*	*	*	*	*	*		*	*			*	*		*	*	
	Microeconomics for Business I	*	*	*	*	*	*	*		*	*		*		*	*	*	*	*	*		*	*			*	*		*	*
	Operations Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Project Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		

P.T.O.

Continued...

	Units	Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																										
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9
L E V E L H	Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*		*	*					*			*	*	*	*	*
	People Management and Development	*	*	*	*	*	*	*	*	*	*	*	*		*	*					*			*	*	*	*	*
	Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Strategic Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*					*			*	*	*	*	*
	Strategic Management	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*			*	*	*

Programme ILOs: BA (Hons) Business Studies with Human Resource Management

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>A5. A particular specialist subject area: Integrate theoretical and practical knowledge in applying key HRM concepts to business and social enterprises.</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p> <p>D8. Anticipate and respond flexibly and creatively to change</p> <p>D9. Engage in reflective practice and collaborative learning.</p>

9.6 Skills matrix: BA (Hons) Business Studies with Law

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
LEVEL C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*		*		*	*	*	*	*	*		*	*	*	*	*	*	*	*	*
	Developing Management Competencies	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*	*		*	*	*	*	*	*	*	*
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*	*	*	*	*	*	*
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Marketing	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
LEVEL I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Consumer Behaviour and Market Research	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Contract Law	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Digital (Interactive) Marketing	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Global Sustainability and Cross-Cultural Challenges	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Macroeconomics for Business I	*	*	*	*	*		*		*	*		*	*	*	*		*			*	*			*	*			
	Microeconomics for Business I	*	*	*	*	*	*	*		*	*		*		*	*		*			*	*			*	*			
	Operations Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Project Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

P.T.O.

Continued...

	Units	Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
L E V E L I	Company Law	*	*	*	*	*	*	*	*	*	*	*			*	*					*				*	*			
	Employment Law	*	*	*	*	*	*	*	*	*	*	*			*	*					*				*	*			
	Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*		*	*					*			*	*	*	*	*	
	Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Strategic Management	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*			*	*	*	*

Programme ILOs: BA (Hons) Business Studies with Law

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>A5. A particular specialist subject area: Contextualise, critically appraise and apply as necessary principles of corporate governance, contract and employment law.</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p> <p>D8. Anticipate and respond flexibly and creatively to change</p> <p>D9. Engage in reflective practice and collaborative learning.</p>

9.7 Skills matrix: BA (Hons) Business Studies with Marketing

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
L E V E L C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*		*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*
	Developing Management Competencies	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*		*	*	*	*	*
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*		*	*		*	*		*	*	*	*	*
	Marketing	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*		*	*	*	*	*
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*		*	*	*			*		*	*		*		*	*		*
L E V E L I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*		*	*	*	*	*	*			*	*			*	*		*	
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Consumer Behaviour and Market Research	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Digital (Interactive) Marketing	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*	*	*	*	*	*

Continued...

Units	Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
	A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
International Marketing Mangement	*	*	*	*	*	*	*	*	*	*	*	*			*	*	*				*		*	*	*	*	*	
Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*		*	*						*			*	*	*	*	*
Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Strategic Management	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*			*	*	*			*	*	*	*
Strategic Marketing Management	*	*	*	*	*	*	*	*	*	*	*			*	*	*	*				*		*		*	*		

Programme ILOs: BA (Hons) Business Studies with Marketing

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>A5. A particular specialist subject area: Use a range of appropriate and relevant for the specific context techniques to undertake market analyses and develop feasible marketing strategies.</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p> <p>D8. Anticipate and respond flexibly and creatively to change</p> <p>D9. Engage in reflective practice and collaborative learning.</p>

9.8 Skills matrix: BA (Hons) Business Studies with Operations and Project Management

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
LEVEL C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*		*		*	*	*	*	*	*		*	*	*		*	*		*	*
	Developing Management Competencies	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*	*		*	*	*		*	*	*	*
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*		*	*	*	*	*
	Marketing	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*		*	*		*	*	*	*	*
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*	*	*	*
LEVEL I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*		*	*	*	*	*	*		*	*		*	*		*	*		*
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Operations Management	*	*	*	*	*	*	*	*	*	*			*	*	*	*	*	*		*	*		*		*	*	*	*
	Project Management	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																										
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9
LEVEL	Advanced Project Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Operations Strategy	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Strategic Management																											
H		*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Programme ILOs: BA (Hons) Business Studies with Operations and Project Management

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>- A5. A particular specialist subject area: Demonstrate ability to approach, analyse and develop manufacturing and service operation strategies and practices.</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p>

	D8. Anticipate and respond flexibly and creatively to change D9. Engage in reflective practice and collaborative learning.
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9.9 Skills matrix: BA (Hons) International Business Studies

Units		Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																											
		A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9	
LEVEL C	Accounting & Quantitative Analysis	*	*		*	*	*	*		*		*		*	*	*	*	*	*		*	*	*		*	*		*	*
	Developing Management Competencies	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*	*		*	*	*		*	*	*	*
	Economics for Business Studies	*	*	*	*	*	*	*		*	*	*		*	*	*	*	*	*		*	*	*		*	*		*	*
	Introduction to Organisational Behaviour and Ethics	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*		*	*	*	*	*
	Marketing	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*		*	*		*	*	*	*	*
	Principles of Business Law	*	*	*	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*		*	*	*	*	*
LEVEL I	Financial and Business Analysis	*	*	*	*	*		*	*	*	*		*	*	*	*	*	*		*	*		*	*		*	*		*
	Business Simulation	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Consumer Behaviour and Market Research	*	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Global Sustainability and Cross-Cultural Challenges	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Research in Business and Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Understanding Organisations and Human Resource Management	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Units	Programme Intended Learning Outcomes (the full text of the outcomes is provided in the table below)																										
	A 1	A 2	A 3	A 4	A 5	B 1	B 2	B 3	B 4	B 5	B 6	B 7	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	D 8	D 9
International Management	*	*	*	*	*	*	*	*	*	*	*	*		*	*	*		*	*	*		*	*	*	*	*	*
International Marketing Management	*	*	*	*	*	*	*	*	*	*	*			*	*	*				*		*	*	*	*		
Organisational Leadership	*	*	*	*	*	*	*	*	*	*	*	*		*	*					*			*	*	*	*	*
Project	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Strategic Management	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*		*	*	*			*	*	*	*

Programme ILOs: BA (Hons) International Business Studies

<p><u>A - Subject Knowledge & Understanding</u></p> <p>A1. Organisations, the environments in which they operate and how they are managed</p> <p>A2. Business functions and processes</p> <p>A3. The limitations of current knowledge and practices</p> <p>A4. Pervasive, contemporary and emerging issues</p> <p>- A5. A particular specialist subject area: Demonstrate ability to approach, analyse and develop manufacturing and service operation strategies and practices.</p>	<p><u>C – Subject-specific / Practical Skills</u></p> <p>C1. Demonstrate confidence and competence in the use of information technologies</p> <p>C2. Conduct research into business and management issues, either individually or as part of a team</p> <p>C3. Use appropriate skills to communicate effectively in business situations</p> <p>C4. Prepare and present business reports</p> <p>C5. Apply problem solving and decision-making techniques using appropriate quantitative and qualitative skills</p> <p>C6. Work effectively in an online environment.</p>
<p><u>B - Intellectual Skills</u></p> <p>B1. Critically evaluate theory and practice</p> <p>B2. Analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence</p> <p>B3. Create, evaluate and assess a range of business options and apply ideas and knowledge to a range of business situations</p> <p>B4. Apply theory to practice to inform understanding and practice</p> <p>B5. Integrate and synthesise evidence from a range of sources to support findings, proposed solutions and hypotheses</p> <p>B6. Critically reflect upon experience and relate this to theory and practice</p> <p>B7. Manage complexity, uncertainty and ambiguity.</p>	<p><u>D - Transferable Skills</u></p> <p>D1. Perform effectively when working in collaboration with others</p> <p>D2. Apply effective research skills</p> <p>D3. Apply numerical and quantitative skills to analyse, interpret and extrapolate</p> <p>D4. Deploy a range of interpersonal skills including effective listening, negotiating, persuasion and presentation</p> <p>D5. Demonstrate openness and sensitivity to diversity in terms of other people, cultures and business and management issues</p> <p>D6. Manage their own motivation, tasks and behaviour in enterprising, innovative and professionally appropriate ways</p> <p>D7. Manage their own learning and development</p> <p>D8. Anticipate and respond flexibly and creatively to change</p> <p>D9. Engage in reflective practice and collaborative learning.</p>

10 WORK-BASED LEARNING (WBL) / PLACEMENTS ELEMENTS

The compulsory placement is integral to the course, helping students synthesise and integrate their learning. It also enhances their personal and professional effectiveness and employability traits. In preparation for the placement, specialist Placements and Careers staff are available to advise student on application procedures, interview techniques and self-presentation.

10.1 Placements - BABS

The minimum 30 weeks compulsory placement allows the student to test his/her competencies and apply academic learning from Levels C and I in a professional context. It also provides an opportunity to further develop their critical skills, through exposure to the application of tools and techniques in a variety of real scenarios. This exposure to the workplace may confirm the student's original career choice or allow him/her to reflect and consider alternative career paths. Students may also have the option of incorporating a period of academic study abroad within their minimum 30 weeks placement (up to a maximum of one semester).

Students are primed to start thinking about placement search from Level C, when they are required to develop a professional CV. From the start of Level I, they are advised on application procedures, interview technique, self-presentation and recruitment processes such as assessment centres.

The Level I Assessment Board will determine students' eligibility to progress to placement. In the case of international students, progression will be subject to UK Border Agency policies.

The Placements team maintains contact with a large and growing network of organisations that regularly turn to the School to recruit placement students. Placements can be anywhere in the world, although experience shows that the majority of students find jobs that are UK-based. Placements are carefully screened to ensure that they provide the student with an appropriate, relevant and sufficiently challenging work experience. Students wishing to receive the award of BA (Hons) International Business Studies are encouraged to undertake a placement with an international orientation.

During their placement, each student receives ongoing support from a specialist Placement Development Advisor (PDA), who will hold a review meeting with each student whilst they are on placement, including supporting them in the development of their Placement Development Log. Students also receive support via other communication channels such as e-mail, telephone and the VLE.

Having completed the placement the student is expected to demonstrate:

- an appreciation of organisational processes and practice, along with a critical awareness of the competencies required to manage organisational tasks;
- an awareness and ability to adapt and apply academic skills to a professional working environment, relating programme material to a organisational context;
- an ability to manage his/her own personal development and learning effectively as an individual and as part of a team;
- the ability to reflect on experience (reflection on action), personal and professional development.

10.2 Placement – BABS GTA

GTA placements are 8 weeks in duration and will normally be arranged on Guernsey. The GTA has contact with all major employers on the island. It is the student's responsibility to find a suitable placement but, wherever possible, they will be supported in their search through the BU based placements office. Placement support will be provided by the GTA programme administrator as required. The post-placement seminar will be conducted by the BU programme leader.

10.3 Exemptions (BABS and BABS GTA)

Students with appropriate prior experience may be considered for exemption from the placement in accordance with the University's Procedures and Policies.

As a non-sandwich route is not offered on BABS, any student who is unwilling or unable to do a placement may apply, subject to availability of places, to an appropriate alternative course, such as BA (Hons) Business and Management (Top-Up) or online BA (Hons) International Business and Management.

11 PROGRAMME DIAGRAM

The campus based programme is structured in sandwich mode only, with the third year spent in an academic (overseas), Professional or Commercial environment (can be combined). The GTA programme mode will be full time, with an 8 week placement between years 1 and 2.

11.1 Level C

Most students are likely to join the course as 'occupational generalists', committed to business studies, but with little clear thought as to later specialisation or ultimate career pathway. Most, though not all, applicants will have studied Business Studies and/or Economics to A2 standard. Level C provides a broad experience introducing the student to the core business activities and the main contexts in which they operate. All students are exposed to international perspectives of management through the study of 'Developing Management Competencies' unit. From the Induction period onwards, students are expected to take responsibility for their own learning and work in partnership with staff to create a culture which emphasises self-management, teamwork, mutual respect and professionalism.

Upon successful completion of the units at Level C, a student may exit the programme with a Certificate in Higher Education.

11.2 Level I

For campus based delivery at Level I, in addition to the four core units of 'Business Analytics', 'Research in Business and Management', 'Understanding Organisations and HRM' and 'Business Simulation', students take two option units, one to study in Semester 1 and a second one to study in Semester 2.

Normally, students studying at the GTA will not have a choice of options.

For those who have chosen to study Business Study with a Named Award, the choice of option units is as follows:

Business Studies with	Option 1:	Option 2:
Economics	Microeconomics for Business - I	Macroeconomics for Business - I
Enterprise	Any unit from the set offered in Semester 1	Any unit from the set offered in Semester 2
Finance	Any unit from the set offered in Semester 1	Any unit from the set offered in Semester 2
HRM	Any unit from the set offered in Semester 1	Any unit from the set offered in Semester 2

Law	Contract Law for Accounting and Business	Any unit from the set offered in Semester 2
Marketing	Consumer Behaviour and Market Research	Digital (Interactive) Marketing
Operations and Project Management	Project Management	Operations Management
International Business Studies	Consumer Behaviour and Market Research	Global Sustainability and Cross-Cultural Challenges

Students, who have not decided on a Named Award, can choose one option in each semester.

At Level I, the culture of the course and the style of working expected of students focuses on preparation for the placement. Students are encouraged to enhance their self-reliance, team skills, communication skills and professionalism. The Pre-Placement Seminar (PPS) provides a platform for students to launch themselves into organisational life.

A student who has successfully completed the units at Level I may exit the programme with a Diploma in Higher Education.

11.3 Placement

Please see Section 10 above.

11.4 Level H - General

Level H presents students with a dynamic, challenging and intensive learning experience. In addition to the three core units of the 'Project' 'Strategic Management' and 'Organisational Leadership'. This model has been designed to better meet the needs of employers and professional bodies, in response to student feedback and to accommodate staff research interests. Campus-based students will have received counselling as to what options are available and the consequences of their choice at several key stages, including at the Placement Seminar.

At Level H, the steps put in place at Levels C and I, to encourage an appropriate culture with an emphasis placed on self-managed learning, should now be evident. Students will be expected to take even greater responsibility for their learning experience and show themselves to be near-autonomous learners.

11.5 Level H – Named awards

For campus based students the title of the award will depend on the options selected at Levels I and H. There are three possible outcomes:

- 1) Any student who satisfies the conditions outlined in Section 11.6 below, and who wishes to receive the 'Named Award', may do so.
- 2) Any student who satisfies the conditions outlined in Section 11.6 below, but who does not wish to receive the 'Named Award', may request the award of 'BA (Hons) Business Studies'.
- 3) Any student who does not satisfy the conditions outlined in Section 11.6 below will be awarded BA (Hons) Business Studies. An example of such a student would be someone who chooses a specialist route in Level I, but selects a different specialisation at Level H.

A restricted number of pathways will be available to any one cohort of students studying in Guernsey, normally only one.

Units required for each Pathway/Named Award

Pathway	Units required		
Economics	Microeconomics for Business I	I	20
	Macroeconomics for Business I	I	20
	Macroeconomics for Business II	H	20
	Microeconomics for Business II	H	20
	Project	H	40
Enterprise	Principles of Business Law	C	20
	Research in Business & Management	I	20
	Managing Innovation	H	20
	Entrepreneurship and Business Ventures	H	20
	Project	H	40
Finance	Accounting & Quantitative Analysis	C	20
	Business Analytics	I	20
	Corporate Reporting	H	20
	Corporate Finance	H	20
	Project	H	40
Human Resource Management	Introduction to Organisational Behaviour and Ethics	C	20
	Understanding Organisations and HRM	I	20
	People Management and Development	H	20
	Strategic Human Resource Management	H	20
	Project	H	40
Law	Principles of Business Law	C	20
	Contract Law for Accounting and Business	I	20
	Employment Law	H	20
	Company Law	H	20
	Project	H	40
Marketing	Marketing	C	20
	Consumer Behaviour and Market Research	I	20
	Digital (Interactive) Marketing	I	20
	International Marketing	H	20
	Strategic Marketing Management	H	20
Project	H	40	
Operations and Project Management	Operations Management	I	20
	Project Management	I	20
	Advanced Project Management	H	20
	Operations Strategy	H	20
	Project	H	40
International	Developing Management Competencies	C	20
	Consumer Behaviour and Market Research	I	20
	Global Sustainability and Cross-cultural Challenge	I	20
	International Marketing	H	20
	International Management	H	20
Project	H	40	

**PROGRAMME DIAGRAM
BA (Hons) Business Studies**

Year 4/Level H

Core units (Compulsory)
Project (40)

Strategic Management (20)
Organisational Leadership (20)

Option units

Choose 2 of the following:

Microeconomics for Business II (20)
Macroeconomics for Business II (20)
Managing Innovation (20)
Entrepreneurship and Business Ventures (20)
Corporate Finance (20)
Corporate Reporting (20)
People Management and Development (20)
Strategic Human Resource Management (20)
International Marketing Management (20)
International Management (20)
Strategic Marketing Management (20)
Advanced Project Management (20)
Operations Strategy (20)
Principles of Consultancy (20)
Company Law (20)
Employment Law (20)

Exit qualification: BA (Hons) Business Studies

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements

Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
Understanding Organisations and HRM (20)
Finance & Business Analysis (20)
Business Simulation (20)

Option units

Choose 2 of the following:

Project Management (20)
Operations Management (20)
Microeconomics for Business I (20)
Macroeconomics for Business I (20)
Contract Law (20)
Consumer Behaviour and Market Research (20)
Digital (Interactive) Marketing (20)
Global Sustainability and Cross-cultural Challenge (20)

Progression requirements

Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements

Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

PROGRAMME DIAGRAM
BA (Hons) Business Studies (Economics)

Year 4/Level H

Core units (Compulsory)
Project (40)

Strategic Management (20)
Organisational Leadership (20)
Microeconomics for Business II (20)
Macroeconomics for Business II (20)

Exit qualification: BA (Hons) Business Studies (Economics)
Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business
Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements
Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)
Research in Business and Management (20)
Understanding Organisations and HRM (20)
Financial & Business Analysis (20)
Microeconomics for Business I (20)
Macroeconomics for Business I (20)
Business Simulation (20)

Progression requirements
Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies
Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)
Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements
Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies
Requires 120 Level C credits

**PROGRAMME DIAGRAM
BA (Hons) Business Studies (Enterprise)**

Year 4/Level H

Core units (Compulsory)
Project (40)

Strategic Management (20)
Organisational Leadership (20)
Managing Innovation (20)
Entrepreneurship and Business Ventures (20)

Exit qualification: BA (Hons) Business Studies (Enterprise)

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements

Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
Understanding Organisations and HRM (20)
Financial & Business Analysis (20)
Business Simulation (20)

Option units

Choose 2 of the following:

Project Management (20)
Operations Management (20)
Microeconomics for Business I (20)
Macroeconomics for Business I (20)
Contract Law (20)
Consumer Behaviour and Market Research (20)
Digital (Interactive) Marketing (20)
Global Sustainability and Cross-cultural Challenge (20)

Progression requirements

Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements

Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

**PROGRAMME DIAGRAM
BA (Hons) Business Studies (Finance)**

Year 4/Level H

Core units (Compulsory)
Project (40)

Strategic Management (20)
Organisational Leadership (20)
Corporate Finance (20)
Corporate Reporting (20)

Exit qualification: BA (Hons) Business Studies (Finance)

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements

Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
Understanding Organisations and HRM (20)
Financial & Business Analysis (20)
Business Simulation (20)

Option units

Choose 2 of the following:

Project Management (20)
Operations Management (20)
Microeconomics for Business I (20)
Macroeconomics for Business I (20)
Contract Law (20)
Consumer Behaviour and Market Research (20)
Digital (Interactive) Marketing (20)
Global Sustainability and Cross-cultural Challenge (20)

Progression requirements

Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements

Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

PROGRAMME DIAGRAM
BA (Hons) Business Studies (HRM)

Year 4/Level H

Core units (Compulsory)

Project (40)

Strategic Management (20)
Organisational Leadership (20)
People Management and Development (20)
Strategic Human Resource Management (20)

Exit qualification: BA (Hons) Business Studies (HRM)

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements

Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
Understanding Organisations and HRM (20)
Financial & Business Analysis (20)
Business Simulation (20)

Option units

Choose 2 of the following:

Project Management (20)
Operations Management (20)
Microeconomics for Business I (20)
Macroeconomics for Business I (20)
Contract Law (20)
Consumer Behaviour and Market Research (20)
Digital (Interactive) Marketing (20)
Global Sustainability and Cross-cultural Challenge (20)

Progression requirements

Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements

Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

**PROGRAMME DIAGRAM
BA (Hons) Business Studies (Law)**

Year 4/Level H

Core units (Compulsory)

Project (40)

Strategic Management (20)
Organisational Leadership (20)
Company Law (20)
Employment Law (20)

Exit qualification: BA (Hons) Business Studies (Law)

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements

Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
Understanding Organisations and HRM (20)
Financial & Business Analysis (20)
Contract Law (20)
Business Simulation (20)

Optional units

Select one of the following
Project Management (20)
Operations Management (20)
Microeconomics for Business I (20)
Macroeconomics for Business I (20)
Consumer Behaviour and Market Research (20)
Digital (Interactive) Marketing (20)
Global Sustainability and Cross-cultural Challenge (20)

Progression requirements

Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements

Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

**PROGRAMME DIAGRAM
BA (Hons) Business Studies (Marketing)**

Year 4/Level H

Core units (Compulsory)

Project (40)

Strategic Management (20)
Organisational Leadership (20)
International Marketing Management (20)
Strategic Marketing Management (20)

Exit qualification: BA (Hons) Business Studies (Marketing)

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements

Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
Understanding Organisations and HRM (20)
Financial & Business Analysis (20)
Consumer Behaviour and Market Research (20)
Digital (Interactive) Marketing (20)
Business Simulation (20)

Progression requirements

Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements

Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

PROGRAMME DIAGRAM
BA (Hons) Business Studies (Operation & Project Management)

Year 4/Level H

Core units (Compulsory)
 Project (40)

Strategic Management (20)
 Organisational Leadership (20)
 Advanced Project Management (20)
 Operations Strategy (20)

Exit qualification: BA (Hons) Business Studies (Ops & PM)

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements
 Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
 Understanding Organisations and HRM (20)
 Financial & Business Analysis (20)
 Project Management (20)
 Operations Management (20)
 Business Simulation (20)

Progression requirements
 Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
 Accounting and Quantitative Analysis (20)
 Introduction to Organisational Behaviour and Ethics (20)
 Marketing (20)
 Principles of Business Law (20)
 Economics for Business Studies (20)

Progression requirements
 Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

PROGRAMME DIAGRAM
BA (Hons) International Business Studies

Year 4/Level H

Core units (Compulsory)

Project (40)

Strategic Management (20)
Organisational Leadership (20)
International Marketing Management (20)
International Management (20)

Exit qualification: BA (Hons) Business Studies (International)

Requires 120 Level H credits, 120 Level I credits and 120 Level C credits and successful completion of a placement year

Year 3/Level P

Compulsory placement year in industry/business

Exemption is possible for those who have worked in industry/business at a relevant level

Progression requirements

Satisfactory completion of at least 30 weeks of work in industry/business

Year 2/Level I

Core units (Compulsory)

Research in Business and Management (20)
Understanding Organisations and HRM (20)
Financial & Business Analysis (20)
Consumer Behaviour and Market Research (20)
Global Sustainability and Cross-cultural Change (20)
Business Simulation (20)

Progression requirements

Requires 120 credits at Level I

Exit qualification: Dip HE Business Studies

Requires 120 Level I credits and 120 Level C credits

Year 1/Level C

Core units (Compulsory)

Developing Management Competencies (20)
Accounting and Quantitative Analysis (20)
Introduction to Organisational Behaviour and Ethics (20)
Marketing (20)
Principles of Business Law (20)
Economics for Business Studies (20)

Progression requirements

Requires 120 credits at Level C

Exit qualification: Cert HE Business Studies

Requires 120 Level C credits

12 ADMISSION REGULATIONS

The regulations for this programme are the University Standard Admission Regulations for Undergraduate Programmes.

Applicants may be allowed to enter Level C of this Framework without advanced standing on the basis of completion of either the BBSI University Foundation courses or MLS Diploma (Undergraduate Foundation) courses through a formal Recognition arrangement. The applicant should normally have achieved a Merit profile, IELTS 6.0 with a minimum of 5.5 in each element or equivalent.

BBSI University Foundation Course in:
Hospitality Management and Tourism
Management and Business Administration
Marketing, Advertising and Public Relations

MLS Diploma (Undergraduate Foundation) Pathways in:
Tourism
Marketing
Business

Applicants from Kaplan International College programmes which have approved articulation routes must meet the minimum entry requirements in terms of course average and English requirements as stipulated by The Business School at Bournemouth University.

Applicants may be allowed to enter this Framework without advanced standing, on the basis of the successful completion of the Certificate in either the Foundation in Accounting & Finance (full-time Level 3), Business Management & Law (full-time Level 3) and Hospitality, Events & Tourism (full-time Level 3) at INTO London (World Education Centre) through a formal recognition arrangement. The applicant must meet the minimum entry requirement of having achieved a minimum course average of 50% for all progression courses. In addition the applicant must achieve a minimum of 60% (55% in each component) in English.

Applicants may be allowed to enter this Framework at Level C without advanced standing, on the basis of the successful completion of the Foundation Certificate in Business, Law & Social Sciences (all pathways) (fulltime – Level 3) at Kaplan International College London through a formal recognition arrangement. The applicant must meet the minimum entry requirement of having achieved a minimum course average of 50% for all progression courses. In addition the applicant must achieve a minimum of 60% (55% in each component) in English.

Applicants may be allowed to enter this Framework at Level I without advanced standing, on the basis of the successful completion of the International Year One in Business (fulltime – Level 4) at Kaplan International College London through a formal recognition arrangement. The applicant must meet the minimum entry requirement of having achieved a minimum course average of 50% for all progression courses. In addition the applicant must achieve a minimum of 60% (55% in each component) in English for all progression courses.

Applicant for BA (Hons) Business Studies (Level 5) may be allowed to enter this programme with advanced standing, on the basis of successful completion the Business and Management two year Diploma (Accounting/HRM/Marketing pathways) at the College of North Atlantic Qatar. The applicant must have successfully completed years 1 and 2 of the Business and Management Diploma (Accounting/HRM/Marketing pathways) with an average GPA of 2.5 out of 4 for the two years and IELTS (academic) 6.0 or equivalent (including the pre-sessional English for University Study Programme) with minimum 5.5 in each of the four components.

13 ASSESSMENT REGULATIONS

The regulations for this programme are the University's Standard Undergraduate Assessment Regulations to be found at :
<https://staffintranet.bournemouth.ac.uk/media/documents/policiesprocedures/academicregulations/>

13.1 Assessment regulations BABS GTA

The Business Studies (with Named Awards) programme specification was revised in August 2012 (QASG August 2012) to offer accelerated delivery at the Guernsey Training Agency. The regulations for this programme are the University's Standard Undergraduate Assessment Regulations with the following approved exceptions Revised July 2013:

13.1.1 General principles

Students who are required to be reassessed following an end-of-level Assessment Board should be allowed to commence the subsequent level, but should not formally enrol on the subsequent level whilst reassessment may be undertaken. In such cases, the outcome of the reassessment should be made known to the student within a month after their commencement of the subsequent level. Students who fail in reassessment cannot formally enrol on the subsequent level before they have repeated the failed unit(s).

13.1.2 Progression to Level I within Year 1

Students should be allowed to commence Level I but should not formally enrol on Level I before an Assessment Board has taken place at the end of Level C.

Students who are required to be reassessed following the Level C Board, should be allowed to progress to Level I and advised of the implications of failure at Level C.

Students who are required to repeat Level C following the Level C Board, cannot normally progress to Level I before they have repeated and successfully completed the failed units.

13.1.3 Progression to Year 2

Students who are required to be reassessed following a Level C Board or a mid-Level I Assessment Board at the end of Year 1 due to Level C and/or Level I failure and subsequently fail in reassessment cannot progress to Year 2 before they have repeated and successfully completed the failed unit(s).

Students who are required to repeat Level I following the mid-Level I Assessment Board at the end of Year 1, cannot progress to Year 2 before they have repeated and successfully completed the failed units. Students should be advised of the implications of this for Year 2 Level I study.

13.1.4 Progression to Level H within Year 2

Students who are required to be reassessed following an Assessment Board at the end of Level I should be allowed to commence the subsequent level, but should not formally enrol on the subsequent level whilst reassessment may be undertaken. In such cases, the outcome of the reassessment should be made known to the student within a month after their commencement of the subsequent level. Students who fail in reassessment cannot progress to Level H before they have repeated and successfully completed the failed unit(s).

14 POINTS OF REFERENCE

The design of the Business Studies degree programme has taken account of the following points of reference

Business Management Framework
Version 4.5-0918
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- The University mission statement and strategic plan
- The School mission statement and business plan
- QAA National Qualifications framework
- Business and Management Subject Benchmarks
- Market research conducted in 2011/12 with students studying on the programme and Alumni
- Market research with employers
- Competitor analysis of UK universities
- External Examiner feedback since 2007
- Relevant Professional Bodies

15 PROGRAMME PROFILE

15.1 BA (Hons) Business Studies

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N100		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Consumer Behaviour and Market Research	N510	27	100				2		Option	20	I	50	50	
2	Contract Law	M222	29	100				2		Option	20	I	70	30	

1	Digital (Interactive) Marketing	N590	27	100				2		Option	20	I	50	50		
2	Global Sustainability and Cross-Cultural Challenges	N120	27	100				2		Option	20	I		50	50	
2	Macroeconomics for Business I	L190	27	100				2		Option	20	I	50	50		
2	Microeconomics for Business I	L190	27	100				2		Option	20	I	50	50		
2	Operations Management	N290	27	100				2		Option	20	I	50	50		
2	Project Management	N213	27	100				2		Option	20	I		100		
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70		
2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50		
2	Advanced Project Management	N213	27	100				4		Option	20	H		100		
2	Company Law	M200	29	100				4		Option	20	H	70	30		
2	Corporate Finance	N340	27	100				4		Option	20	H	70	30		
2	Corporate Reporting	N400	27	100				4		Option	20	H	70	30		
2	Employment Law	M200	29	100				4		Option	20	H	70	30		
2	Entrepreneurship and Business Ventures	N190	27	100				4		Option	20	H		100		
2	International Management	N200	27	100				4		Option	20	H		100		
4	International Marketing Management	N550	27	100				4		Option	20	H	40	60		
2	Organisational Leadership	N211	27	100				4		Core	20	H		100		
2	Macroeconomics for Business II	L130	27	100				4		Option	20	H	50	50		
2	Managing Innovation	N290	27	100				4		Option	20	H		100		
2	Microeconomics for Business II	L190	27	100				4		Option	20	H	50	50		
2	Operations Strategy	N190	27	100				4		Option	20	H	50	50		
2	People Management and Development	N690	27	100				4		Option	20	H	50	50		
1	Principles of Consultancy	N190	27	100				4		Option	20	H		100		
2	Project	N190	27	100				4		Core	40	H		100		
1	Strategic Human Resource Management	N600	27	100				4		Option	20	H	50	50		
2	Strategic Management	N211	27	100				4		Core	20	H	60	40		
2	Strategic Marketing Management	N500	27	100				4		Option	20	H	50	50		
Effective from Prog Year / Month / Year			Contact in School: Laura Roper 68762				Date approved November 2016		Programme Specification version no. 4.3				Placement Minimum 30 week placement			
Yr. 1	Sept	2017														

Yr. 2	Sept	2018	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable	Diploma Supplement Statement regarding PRSB accreditation None applicable
Yr. 3	N/A	N/A		
Yr. 4	Sept	2020		

15.2 BA (Hons) Business Studies (Economics)

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies (Economics) Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N190		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Macroeconomics for Business I	L190	27	100				2		Core	20	I	50	50	
2	Microeconomics for Business I	L190	27	100				2		Core	20	I	50	50	
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70	

2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50		
2	Organisational Leadership	N211	27	100				4		Core	20	H		100		
2	Macroeconomics for Business II	L130	27	100				4		Core	20	H	50	50		
2	Microeconomics for Business II	L190	27	100				4		Core	20	H	50	50		
2	Project	N190	27	100				4		Core	40	H		100		
2	Strategic Management	N211	27	100				4		Core	20	H	60	40		
Effective from Prog Year / Month / Year			Contact in School: Laura Roper 68762				Date approved November 2016		Programme Specification version no. 4.3			Placement Minimum 30 week placement				
Yr. 1	Sept	2017	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable					Diploma Supplement Statement regarding PRSB accreditation None applicable								
Yr. 2	Sept	2018														
Yr. 3	N/A	N/A														
Yr. 4	Sept	2020														

15.3 BA (Hons) Business Studies (Enterprise)

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies (Enterprise) Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N190		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Consumer Behaviour and Market Research	N510	27	100				2		Option	20	I	50	50	
2	Contract Law	M222	29	100				2		Option	20	I	70	30	
1	Digital (Interactive) Marketing	N590	27	100				2		Option	20	I	50	50	

2	Global Sustainability and Cross-Cultural Challenges	N120	27	100				2		Option	20	I		50	50
2	Macroeconomics for Business I	L190	27	100				2		Option	20	I	50	50	
2	Microeconomics for Business I	L190	27	100				2		Option	20	I	50	50	
2	Operations Management	N290	27	100				2		Option	20	I	50	50	
2	Project Management	N213	27	100				2		Option	20	I		100	
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70	
2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50	
2	Entrepreneurship and Business Ventures	N190	27	100				4		Core	20	H		100	
2	Organisational Leadership	N211	27	100				4		Core	20	H		100	
2	Managing Innovation	N290	27	100				4		Core	20	H		100	
2	Project	N190	27	100				4		Core	40	H		100	
2	Strategic Management	N211	27	100				4		Core	20	H	60	40	
Effective from Prog Year / Month / Year			Contact in School: Laura Roper 68762				Date approved November 2016		Programme Specification version no. 4.3			Placement Minimum 30 week placement			
Yr. 1	Sept	2017	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable				Diploma Supplement Statement regarding PRSB accreditation None applicable								
Yr. 2	Sept	2018													
Yr. 3	N/A	N/A													
Yr. 4	Sept	2020													

15.4 BA (Hons) Business Studies (Finance)

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies (Finance) Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N190		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Consumer Behaviour and Market Research	N510	27	100				2		Option	20	I	50	50	
2	Contract Law	M222	29	100				2		Option	20	I	70	30	
1	Digital (Interactive) Marketing	N590	27	100				2		Option	20	I	50	50	

2	Global Sustainability and Cross-Cultural Challenges	N120	27	100				2		Option	20	I		50	50
2	Macroeconomics for Business I	L190	27	100				2		Option	20	I	50	50	
2	Microeconomics for Business I	L190	27	100				2		Option	20	I	50	50	
2	Operations Management	N290	27	100				2		Option	20	I	50	50	
2	Project Management	N213	27	100				2		Option	20	I		100	
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70	
2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50	
2	Corporate Finance	N340	27	100				4		Core	20	H	70	30	
2	Corporate Reporting	N400	27	100				4		Core	20	H	70	30	
2	Organisational Leadership	N211	27	100				4		Core	20	H		100	
2	Project	N190	27	100				4		Core	40	H		100	
2	Strategic Management	N211	27	100				4		Core	20	H	60	40	

Effective from Prog Year / Month / Year			Contact in School: Laura Roper 68762			Date approved November 2016		Programme Specification version no. 4.3			Placement Minimum 30 week placement		
Yr. 1	Sept	2017	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable			Diploma Supplement Statement regarding PRSB accreditation None applicable							
Yr. 2	Sept	2018											
Yr. 3	N/A	N/A											
Yr. 4	Sept	2020											

15.5 BA (Hons) Business Studies (HRM)

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies (Human Resource Management) Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N190		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Consumer Behaviour and Market Research	N510	27	100				2		Option	20	I	50	50	
2	Contract Law	M222	29	100				2		Option	20	I	70	30	
1	Digital (Interactive) Marketing	N590	27	100				2		Option	20	I	50	50	

2	Global Sustainability and Cross-Cultural Challenges	N120	27	100				2		Option	20	I		50	50	
2	Macroeconomics for Business I	L190	27	100				2		Option	20	I	50	50		
2	Microeconomics for Business I	L190	27	100				2		Option	20	I	50	50		
2	Operations Management	N290	27	100				2		Option	20	I	50	50		
2	Project Management	N213	27	100				2		Option	20	I		100		
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70		
2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50		
2	Organisational Leadership	N211	27	100				4		Core	20	H		100		
2	People Management and Development	N690	27	100				4		Core	20	H	50	50		
2	Project	N190	27	100				4		Core	40	H		100		
1	Strategic Human Resource Management	N600	27	100				4		Core	20	H	50	50		
2	Strategic Management	N211	27	100				4		Core	20	H	60	40		
Effective from Prog Year / Month / Year			Contact in School: Laura Roper 68762				Date approved November 2016		Programme Specification version no. 4.3				Placement 4minimum 30 week placement			
Yr. 1	Sept	2017	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable				Diploma Supplement Statement regarding PRSB accreditation None applicable									
Yr. 2	Sept	2018														
Yr. 3	N/A	N/9														
Yr. 4	Sept	2020														

15.6 BA (Hons) Business Studies (Law)

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies (Law) Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N190		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Consumer Behaviour and Market Research	N510	27	100				2		Option	20	I	50	50	
2	Contract Law	M222	29	100				2		Core	20	I	70	30	
1	Digital (Interactive) Marketing	N590	27	100				2		Option	20	I	50	50	
2	Global Sustainability and Cross-Cultural Challenges	N120	27	100				2		Option	20	I		50	50

2	Macroeconomics for Business I	L190	27	100				2		Option	20	I	50	50		
2	Microeconomics for Business I	L190	27	100				2		Option	20	I	50	50		
2	Operations Management	N290	27	100				2		Option	20	I	50	50		
2	Project Management	N213	27	100				2		Option	20	I		100		
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70		
2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50		
2	Company Law	M200	29	100				4		Option	20	H	70	30		
2	Employment Law	M200	29	100				4		Option	20	H	70	30		
2	Organisational Leadership	N211	27	100				4		Core	20	H		100		
2	Project	N190	27	100				4		Core	40	H		100		
2	Strategic Management	N211	27	100				4		Core	20	H	60	40		
Effective from Prog Year / Month / Year			Contact in School: Laura Roper 68762				Date approved November 2016		Programme Specification version no. 4.3				Placement Minimum 30 week placement			
Yr. 1	Sept	2017	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable				Diploma Supplement Statement regarding PRSB accreditation None applicable									
Yr. 2	Sept	2018														
Yr. 3	N/A	N/A														
Yr. 4	Sept	2020														

15.7 BA (Hons) Business Studies (Marketing)

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies (Marketing) Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N190		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Consumer Behaviour and Market Research	N510	27	100				2		Core	20	I	50	50	
1	Digital (Interactive) Marketing	N590	27	100				2		Core	20	I	50	50	
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70	

2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50		
2	Organisational Leadership	N211	27	100				4		Core	20	H		100		
2	Project	N190	27	100				4		Core	40	H		100		
4	International Marketing Management	N550	27	100				4		Core	20	H	40	60		
2	Strategic Management	N211	27	100				4		Core	20	H	60	40		
2	Strategic Marketing Management	N500	27	100				4		Core	20	H	50	50		
Effective from Prog Year / Month / Year		Contact in School: Laura Roper 68762			Date approved November 2016			Programme Specification version no. 4.3			Placement Minimum 30 week placement					
Yr. 1	Sept	2017	Name of Professional, Statutory or Regulatory Body (if appropriate) The Institute of direct and digital marketing (IDM) Chartered Institute of Marketing (CIM)					Diploma Supplement Statement regarding PRSB accreditation None applicable								
Yr. 2	Sept	2018														
Yr. 3	N/A	N/A														
Yr. 4	Sept	2020														

15.8 BA (Hons) Business Studies (Operations & Project Management)

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:	Place(s) of Delivery: Bournemouth University Guernsey Training Agency	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) Business Studies (Operations and Project Management) Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)	Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)
	Language of Delivery (if not English):		
	Programme HESA JACS code: N190		

Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Operations Management	N290	27	100				2		Core	20	I	50	50	
2	Project Management	N213	27	100				2		Core	20	I		100	
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70	

2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50		
2	Advanced Project Management	N213	27	100				4		Core	20	H			100	
2	Organisational Leadership	N211	27	100				4		Core	20	H			100	
2	Operations Strategy	N190	27	100				4		Core	20	H	50	50		
2	Project	N190	27	100				4		Core	40	H			100	
2	Strategic Management	N211	27	100				4		Core	20	H	60	40		
Effective from Prog Year / Month / Year		Contact in School: Laura Roper 68762			Date approved November 2016			Programme Specification version no. 4.3			Placement Minimum 30 week placement					
Yr. 1	Sept	2017	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable					Diploma Supplement Statement regarding PRSB accreditation None applicable								
Yr. 2	Sept	2018														
Yr. 3	N/A	N/A														
Yr. 4	Sept	2020														

15.9 BA (Hons) International Business Studies

Originating Institution(s): Bournemouth University Guernsey Training Agency School: The Business School Partner:		Place(s) of Delivery: Bournemouth University Guernsey Training Agency Language of Delivery (<i>if not English</i>): Programme HESA JACS code: N190	Framework Title (in full): Business & Management Framework Programme Award and Title: BA (Hons) International Business Studies Interim Award and Titles & Required Credits: Certificate in Higher Education Business Studies (120 Level C Credits) Diploma in Higher Education Business Studies (240 Credits including 120 from Level C and 120 from Level I)										Mode(s) of Study FSW Expected Length of Study 3 years (+ minimum 30 week placement) BU Credit Structure & ECTS 360 BU Credits (180 ECTS)		
Unit identification		Cost Centre(s)						Unit Details					Assessment Regs		
Unit version no.	Unit name	HESA JACS Subject Code	CC1	%	HESA JACS Subject Code	CC2	%	Prog year ⁵ FT	Prog year ⁵ PT	Core/option	No of credits ⁶	Level (C,I,H, PgC, PgD, M)	Assessment ⁸ Element Weightings ⁹		
													Exam 1	C/Work 1	C/Work 2
2	Accounting & Quantitative Analysis	N400	27	100				1		Core	20	C	50	50	
2	Developing Management Competencies	N200	27	100				1		Core	20	C		50	50
2	Economics for Business Studies	L100	27	100				1		Core	20	C	60	40	
2	Introduction to Organisational Behaviour and Ethics	N290	27	100				1		Core	20	C	50	50	
2	Marketing	N500	27	100				1		Core	20	C	50	50	
2	Principles of Business Law	M290	29	100				1		Core	20	C	70	30	
1	Financial & Business Analysis	N190	27	100				2		Core	20	I	50	50	
2	Business Simulation	N190	27	100				2		Core	20	I		50	50
2	Consumer Behaviour and Market Research	N510	27	100				2		Core	20	I	50	50	

2	Global Sustainability and Cross-Cultural Challenges	N120	27	100				2		Core	20	I		50	50	
2	Research in Business and Management	N200	27	100				2		Core	20	I	30	70		
2	Understanding Organisations and Human Resource Management	N690	27	100				2		Core	20	I	50	50		
2	International Management	N200	27	100				4		Core	20	H		100		
4	International Marketing Management	N550	27	100				4		Core	20	H	40	60		
2	Organisational Leadership	N211	27	100				4		Core	20	H		100		
2	Project	N190	27	100				4		Core	40	H		100		
2	Strategic Management	N211	27	100				4		Core	20	H	60	40		
Effective from Prog Year / Month / Year			Contact in School: Laura Roper 68762				Date approved November 2016		Programme Specification version no. 4.3				Placement Minimum 30 week placement			
Yr. 1	Sept	2013	Name of Professional, Statutory or Regulatory Body (if appropriate) None applicable				Diploma Supplement Statement regarding PRSB accreditation None applicable									
Yr. 2	Sept	2014														
Yr. 3	N/A	N/A														
Yr. 4	Sept	2015														

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