



RICHMOND
THE AMERICAN INTERNATIONAL
UNIVERSITY
IN LONDON

**BA (Hons) Business Administration
with Combined Studies**

Programme Specification

August 2013

Introduction

This document describes the degree of BA (Hons) Business Administration with Combined Studies awarded by Richmond the American International University in London using the protocols required by *The Framework for Higher Education Qualifications in England, Wales, and Northern Ireland* (QAA, 2008). Also key to the background for this description are the following documents:

QAA (2011). *UK Quality Code for Higher Education. Part A: Setting and maintaining threshold academic standards A3: The Programme Level and Part B: Assuring and Enhancing Academic Quality B1: Programme Design and Approval.* (www.qaa.ac.uk)

QAA (2008). *Higher Education Credit Framework for England: guidance on academic credit arrangements in Higher Education in England.*

SEEC (2010). *Credit Level Descriptors for Higher Education.* Southern England Consortium for Credit Accumulation and Transfer (www.seec.org.uk).

The degree is delivered within the framework of a US Liberal Arts undergraduate degree programme. Typically students complete 40 separate courses over the programme which takes 3.5 to 4 years (approximately 10 courses per year, with summer courses allowing for accelerated progress in some cases). Normally, each course carries 3 US academic credits (equivalent, approximately, to 3 classroom contact hours per 15 week semester). On this basis, students are required to earn a total of 120 US academic credit hours in order to complete their degrees. Of these 40 courses, roughly half are at the “lower-division” taken in the first two years of study and coded 3000-4999, and half are at the “upper-division”, taken in years three and four, and coded 5000-6999.

Richmond degrees are also articulated in terms of UK Regulatory Frameworks, chiefly the *FHEQ* and the *Higher Education Credit Framework for England*. Each course has been assigned to an appropriate level on the *FHEQ*, based on the course’s learning outcomes and assessment strategies (note that the courses comprising the first year of the 4-year US undergraduate degree are normally at Level 3). US undergraduate credit can *generally* be translated to ECTS and UK CATS credits in the following manner: 1 US credit = 2 ECTS credits = 4 UK CATS credits. So a US degree of 120 credits would translate as 240 ECTS credits and 480 UK CATS credits (with a minimum of 360 UK CATS credits at Levels 4-6 on the *FHEQ*).

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1. Overview/Factual Information

Programme/award title(s)	<p>BA (Hons) Business Administration: Fashion Management and Marketing with Combined Studies (pending approval)</p> <p>BA (Hons) Business Administration: Entrepreneurship with Combined Studies (pending approval)</p> <p>BA (Hons) Business Administration: Finance with Combined Studies</p> <p>BA (Hons) Business Administration: International Business with Combined Studies</p> <p>BA (Hons) Business Administration: Marketing with Combined Studies</p>
Teaching Institution	Richmond, the American International University in London
Awarding Institution	The Open University
Date of latest OU validation	<p>Fashion Management and Marketing: TBV</p> <p>Entrepreneurship: September 2013 (for 4 years)</p> <p>Finance: September 2012 (for 5 years)</p> <p>International Business: September 2012 (for 5 years)</p> <p>Marketing: September 2012 (for 5 years)</p>
Next revalidation	<p>Fashion Management and Marketing: Spring 2014</p> <p>Entrepreneurship: 2016/2017</p> <p>Finance: 2016/2017</p> <p>International Business: 2016/2017</p> <p>Marketing: 2016 2017</p>
Credit points for the award	<p>128 US Credits</p> <p>512 UK Credits at <i>FHEQ</i> Levels 3-6 (124 at Level 3; 148 at Level 4; 120 at Level 5; 120 at Level 6)</p>
UCAS Code	<p>University Code: R20</p> <p>Entrepreneurship: N100</p> <p>Fashion Management and Marketing: NW52</p> <p>Finance: NN13</p> <p>International Business: N120</p> <p>Marketing: NN15</p>
Programme start date	September 1996
Underpinning QAA subject benchmark(s)	<p>General Business and Management 2007</p> <p>http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/Subject-benchmark-statement-General-business-and-management.aspx</p>

Other external and internal reference points used to inform programme outcomes	See sections 2.3 and 2.4 below.
Professional/statutory recognition	N/A
Language of Study	English
Duration of the programme for each mode of study (P/T, FT,DL)	FT
Dual accreditation (if applicable)	Middle States Commission on Higher Education (First accredited 1981; renewed 1996 and 2006. Institutional Review scheduled for 2016.) QAA – IRENI May 2013
Date of production/revision of this specification	June 2013 (see chart below for list of revisions)

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.

More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each module can be found in course specification documents, syllabi, and the student handbook.

The accuracy of the information contained in this document is reviewed by the University and may be verified by the Quality Assurance Agency for Higher Education.

Programme Specification Publication Dates

First Edition	May 2007
Revision 1	February 2008
Revision 2	June 2009
Revision 3	May 2010
Revision 4	October 2010
Revision 5	July 2011
Revision 6	November 2011
Revision 7	June 2012 (substantive revision, including <i>FHEQ</i> and credit mapping)
Revision 8	June 2013
Revision 9	August 2013

2. Programme aims and objectives

2.1. Educational aims of the programme

Our **Business Administration with Combined Studies** degree aims to provide students with a broad range of skills in the key functional areas of business and yet provide them with an opportunity to develop specialisms (or concentrations), in the last 2 years of their 4 year degree in the four areas of Entrepreneurship, Finance, International Business, Fashion Management and Marketing, and Marketing. This degree programme enables our students to respond to the unprecedented demand for workers with knowledge and skills required to lead innovative organizations, from family run businesses to global corporations. Students acquire a solid foundation in the business fundamentals with information technology and a global perspective as the integrating and unifying theme throughout the course of their studies.

The above aims are encapsulated within the following two paragraphs on Mission and Goals.

MISSION

The Business Major aims to provide its students with an education in business skills that helps them achieve their intellectual potential. It delivers a business education based on an American Liberal Arts tradition within a diverse and culturally rich environment that encourages cultural understanding and flexibility, so that its graduates can operate effectively and efficiently with integrity in a global economy.

GOALS

G1 A systematic understanding of key aspects of their field of study, including acquisition of coherent and detailed knowledge, at least some of which is at or informed by, the forefront of defined aspects of a discipline;

G2 An ability to deploy accurately established techniques of analysis and enquiry within a discipline;

G3 Conceptual understanding that enables the student: to devise and sustain arguments, and/or to solve problems, using ideas and techniques, some of which are at the forefront of a discipline; and to describe and comment upon particular aspects of current research, or equivalent;

G4 An appreciation of the uncertainty, ambiguity and limits of knowledge;

G5 The ability to manage their own learning and to make use of scholarly reviews and primary sources (e.g. refereed research articles and/or original materials appropriate to the discipline).

G6 Apply the methods and techniques that they have learned to review, consolidate, extend and apply their knowledge and understanding, and to initiate and carry out projects;

G7 Critically evaluate arguments, assumptions, abstract concepts and data (that may be incomplete), to make judgements, and to frame appropriate questions to achieve a solution - or identify a range of solutions - to a problem;

G8 Communicate information, ideas, problems, and solutions to both specialist and non-specialist audiences;

G9 Qualities and transferable skills necessary for employment requiring: the exercise of initiative and personal responsibility; decision-making in complex and unpredictable contexts; and the learning ability needed to undertake appropriate further training of a professional or equivalent nature.

Our **Business Administration with Combined Studies** degree enjoys several distinctive features. The programme is staffed by an international faculty delivering modules to an international student body. Other key aspects, embedded within the University's remaining programmes as well, include the relatively small class sizes across our curriculum. The small classes and our academic advising system make an important contribution to the quality of learning, as well as, providing plenty of opportunities for pastoral care as and when needed. Another distinctive feature of our programme is its strong emphasis on the liberal arts tradition. Our graduates in Business Administration would have benefited from course modules from the arts, humanities, social and natural sciences. Exposure to several of these modules would have ranged in one or more courses at levels running all the way from foundation (freshman) to third (junior) years.

Many of our students make a decision to embark on a full-time, semester-long internship programme as well. These junior and senior students generally self-select into this programme, but are expected to have attained a B- average before their applications can be considered. Our internship office has dedicated staffing who enjoy a close working relationship with students, faculty and the many organisations with whom they have links.

2.2. Subject benchmarks

General Business and Management (2007)

<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/Subject-benchmark-statement-General-business-and-management.aspx>

Also consulted:

Enterprise and entrepreneurship education: Guidance for UK higher education providers (2012)

<http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/enterprise-entrepreneurship-guidance.aspx>

2.3. Internal contexts

The ***BA (Hons): Business Administration with Combined Studies*** features:

Detailed published educational objectives that are consistent with the mission of the institution: All course outlines contain course specific objectives that are regularly monitored by the individual instructors and by the Business faculty as a group.

Processes based on the needs of the programme's various constituencies in which the objectives are determined and periodically evaluated: Each degree's Annual Programme Evaluation (APE) is a central element of Richmond's internal quality assurance and enhancement processes. APEs measure the academic quality and standards of the programme, identify good practice, record any issues to be addressed, and, from year to year, track the ways in which those issues have been addressed. During the APE process, the academic schools:

- consider student input via course evaluations;
- consider any formalized faculty course evaluations conducted;
- consider all External Examiner reports;
- examine the Programme Specification, and note any changes required;
 - any major changes ("those which change the basic nature of the programme or student experience") to existing programmes are first approved by LTPC;
 - in the case of validated programmes, they are also submitted to the Open University (Centre for Inclusion and Collaborative Partnerships) for external approval.

A curriculum development process that assures the achievement of the programme's objectives, and a system of ongoing evaluation that demonstrates achievement of these objectives and uses the results to improve the effectiveness of the programme: Ongoing evaluation is carried out for both the US (*Middle States*) and UK (*The Open University – CICP*) institutional reviews, and independently by departmental members (when updating modules) and by students (during regular faculty-student meetings). The LTPC closely analyses the APEs of all degree programmes, and The University's response to the AMR is considered at the Schools and at LTPC. An additional formal and substantive review takes place every five years during the revalidation process of Richmond's degree programmes by The OU.

2.4. External contexts

BA (Hons) Business Administration with Combined Studies is provided through a system of ongoing evaluations that demonstrate achievement of the programme's objectives, and uses the results to improve the effectiveness of the programme. Ongoing evaluation is carried out for both US (the Middle States Commission on Higher Education) and UK (The Open University – CICP) reviews. Richmond is a voluntary subscriber member of the QAA, and underwent its first full Institutional Review in May 2013 (<http://www.richmond.ac.uk/content/admissions/about-richmond/american-british-accreditation.aspx>).

Students are encouraged to attend meetings, lectures at other London universities, institutions, think-tanks, agencies and organisations as is appropriate.

3. Programme outcomes

Programme-level learning outcomes are identified below. Please refer to the Curriculum Map at the end of this document for details of how outcomes are deployed across the study programme.

3.1. A: Knowledge and understanding

A1 the nature and purpose of business organisations; key concepts relating to their functioning, survival and success.

A2 the structure, culture and role of business organisations; the complex dynamics of organisational environments; how organisations understand and interact with their environments.

A3 the nature and development of business functions within organisations; functional perspectives on business problems and issues; the nature and importance of cross-functional integration in business.

A4 business strategy and its development, including the identification of strategic directions and options; the relationships between business organisations and policy institutions, and their impacts on strategy.

A5 a broad critical understanding of the fundamental principles, concepts and techniques underlying the Concentration / pathway discipline.

A6 an understanding of the principal theories, methods, models and approaches that can be deployed in the Concentration / pathway discipline.

A7 your own learning; its development in the context of their studies; its role and impacts on future work/practice.

3.2. B: Cognitive skills

B1 critique established ideas, concepts and techniques drawn from studies and use knowledge to examine a wide range of business problems and issues, including future work/practice* arena.

B2 identify and critically assess different perspectives on and approaches to business, organisational and work-practice issues.

B3 critically reflect on, evaluate and apply learning in differing work/practice contexts.

B4 select and apply appropriate techniques and tools relevant to the Concentration / pathway.

B5 critically analyse and evaluate a range of ideas, arguments or theories based in Concentration / pathway.

3.3. C: Practical and/or professional skills

C1 use and adapt relevant business knowledge and skills to practically engage with a range of problems and issues in work/practice arena.

C2 use specific business knowledge, cognitive and key skills, as a basis for significantly enhancing future working life.

3.4. D: Key skills

D1 communicate information, ideas and arguments effectively using appropriate styles and language, to specialist and non-specialist audiences.

D2 read and interpret information presented in a variety of forms and perform relevant tasks of analysis and evaluation.

D3 apply ICT skills to search for, identify and present information appropriate to a variety of business/organisational activities.

D4 plan and manage your learning towards the achievement of established aims and objectives, including the recognition of knowledge limitations.

D5 engage in reflective, adaptive and collaborative learning.

** Work/practice refers to the widest possible range of jobs and occupations, incorporating paid employment, self-employment, voluntary work, family caring and domestic work*

4. Teaching, learning and assessment strategies

4.1. Teaching and learning strategy

The teaching and learning strategy adopted within the Business Administration degree is based on the understanding that all students will be treated as active learners. Clearly, the precise approach will vary from module to module, depending on the learning outcomes relevant to each class.

The generic components of our teaching and learning strategy normally involves a variety of approaches and include delivering many of the following:

- Regular use of formal lecture sessions in all courses.
- Occasional workshops and seminars in some courses.
- Regular use of individual and/or team-based projects in all courses.
- Regular use of self-directed and directed reading in all courses.
- Peer-tutoring led by advanced students in many courses.
- Use of audio-visual and library resources in some courses.
- Regular use of tutor- and student-led discussion groups via e-learning platforms such as PowerCAMPUS (or Blackboard until recently) in many courses.

The combination of teaching and learning approaches mentioned above develops our students' knowledge, thinking skills and practical skills.

Their knowledge is acquired through

- Structured lectures and supporting materials
- Directed reading and use of internet materials
- Independent research

Their cognitive skills are developed through

- Conducting research
- Making presentations and preparing other assessments
- Helping others to learn

Their practical skills are gained through

- Application of theory to practices encountered during internships
- Using information technology to retrieve and manipulate data
- Negotiating by means of team-based projects

Their key skills are gained through

- Employing and using appropriate linguistic skills
- Independent learning

4.2. Assessment strategy

The assessment strategies we use with our Business Administration degree speak directly to how we anticipate progression with student learning to take place.

As seen above the University places considerable emphasis on developing its students learning and skills. Creating independent thinkers is a part of the University's mission statement and we deliver on this promise in a number of different ways. A key aspect of our work involves devising methodologies, consistent with best-practice approaches within the industry, with which to adequately assess our students' performance. These approaches include the setting of learning outcomes encompassing each course as well as regular discussion and interaction amongst departmental faculty in order to set common goals for the entire degree and each of its 5 concentrations.

In terms of following up with the assessment of student learning and consistent with US liberal arts traditions, our classes rely on the system of continuous assessment on a course by course basis and throughout any given semester. This approach often involves the use of term-papers, portfolios of work, quizzes, mid-semester and final exams as well as student presentations and general class discussion. Not every component applies to every course, but most do relate to many of the classes that are offered. Many of our courses involve a site visit to a business or require attendance at a public lecture as well. Students generally find these events to be extremely valuable to their learning.

The variety of instruments used permits faculty to assess each student's developing and evolving knowledge and skills base as outlined in the previous section. For example, the term-paper assignment tests for, amongst other things, a student's ability to engage with primary and/or secondary sources of information and his or her ability to evaluate and analyze this. The exams test the student for his or her command of both theoretical and practical knowledge across a range of material pertinent to the particular course. Site visits encourage students to engage with the real world of business through participant-observation and other techniques. In addition to all this the University sets specific guidelines on the weighting of final exams in order to try and introduce some balance in the process of assessment. The expected weight for final exam papers is 25 to 50%, with the typical course settling for around 40% as the final exam weight.

A component part of the School's efforts to ascertain an appropriate approach to the assessment of student learning involves the use of grade descriptors on course outlines. This information, usually presented in the form of a table, allows the student to see the expected level of performance that co-relates with a particular letter grade summarizing his or her overall achievement level. The School is also in the process of formalizing a system of exit interviews for its graduating seniors¹. The intention here is to create a framework through which the views and opinions of those who have experienced the full breadth of our programmes, as students, can be captured. Currently much of this appears as anecdote which though valuable provides little opportunity for the introduction of specific responses.

The School is confident that its assessment processes are sound. Much of this confidence emanates from the comments we have received from our external examiners. But an

¹ This is virtually up and running for the smaller, and in terms of student numbers more manageable, of the School's various degree programmes, the Economics degree.

equally important measure is the success that so many of our students enjoy beyond their post-Richmond experiences. Those students we judge as our strongest generally move on to take on challenging opportunities. This, we believe, is testimony to their level of preparedness for the real world of business and an indication of the School's and University's ability to fulfil its mission.

The above requirements and expectations are informed by the following assessment norms approved by Academic Council on 28 June 2012.

Standard Assessment Norms			
FHEQ level	Richmond/UK Level	Normal number of items (including final exam)*	Total assessment
Level 3	R3000/UK A-Level	3-4	1 two-hour final exam plus 2000-2500 words
Level 4	R4000/UK Year 1	3-4	1 two-hour final exam plus 2000-3000 words
Level 5	R5000/UK Year 2	2-3	1 two-hour final exam plus 3000-4000 words
Level 6	R6000/UK Year 3	2-3	1 two-hour final exam plus 3000-4000 words
Level 7	R7000/UK MA	2-3	5000-7000 words

*** Reasonable adjustments should be made for assessment activities such as midterm exams, in-class presentations, group assignments, tests etc. Any summative assessment activities must be reflected in the final overall assessment count.**

Excluding all atypical courses, the following should apply to all courses:

- All undergraduate courses should include one 2-hour final exam, with exceptions approved by the School.
- Final exams should normally be no less than 25% and no more than 50% of the overall final grade.
- Instructors may not fail a student solely for failing the final exam if all graded activities result in a passing grade for the course.
- Midterm exams are not obligatory.
- At Level 3, the normal length per item should be between 500-1000 words, or equivalent (not including finals).

- At Level 4, the normal length per item should be between 1000-1500 words, or equivalent (not including finals).
- At Level 7, word count will need to take into account the inclusion of a final exam.
- Attendance and participation cannot be assessment activities.
- Formative assessments are at the discretion of the instructor and do not count toward the number of items or toward the total word count.

Writing Intensive Assessment Norms			
FHEQ level	Richmond/UK Level	Normal number of items	Total assessment
Level 3	R3000/UK A-Level	3-4	3000-3250 words
Level 4	R4000/UK Year 1	3-4	3000-4500 words
Level 5	R5000/UK Year 2	2-3	4500-6000 words
Level 6	R6000/UK Year 3	2-3	4500-6000 words

Courses designated as Writing Intensive differ from the Standard Assessment Norms by:

- No final exam
- The total amount of written words will normally increase by 50%

There are some other exceptions and those courses will follow a Special Programmes (eg. MTH, ADM, ARW) or Dissertation table approved on 28 June 2012 by Academic Council. Details of these can be found at:

<http://www.richmond.ac.uk/content/academic-affairs/academic-standing.aspx>

For courses that have atypical assessment norms and do not follow one of the approved tables, assessment will first be approved by Learning and Teaching Policy Committee.

Grade Assessment Criteria/Marking Scheme

In order to obtain a **BA (Hons) Business Administration with Combined Studies** degree, students require (amongst other requirements) a cumulative GPA across the entire degree of 2.0. This is a 'C' average. A minimum GPA of 2.0 must also be achieved in all courses taken to fulfil major requirements. For information on the calculation of the OU GPA as a basis for final degree classifications, see the myacademics page of the university portal at: <https://my.richmond.ac.uk/myacademics/default.aspx>

Course syllabi documents clarify, for each learning outcome, how that particular learning outcome is assessed, and what the threshold criteria for that particular learning outcome is, specified at the 'C' (GPA 2.0) level (i.e. a passing grade)

There are three 'pass' grades (and 7 sub-categories of 'pass' grade) in the **BA (Hons) Business Administration with Combined Studies**. The following general criteria are used to distinguish between these grades:

A 4.0	The candidate has demonstrated that s/he has mastery over the skills and knowledge set out for the course of study. S/he has the ability to apply meaningfully the skills and knowledge to problems, and related issues, as these relate to a wide range of settings. In addition the candidate has demonstrated that s/he has an excellent grasp of the skills and knowledge set out for the course of study. S/he has the ability to apply his/her skills to a wide range of issues. S/he ought to be able to critically evaluate issues.
A – 3.7	The candidate has demonstrated his/her ability to grasp complex material. S/he can analyze independently and has a very good ability at applying his/her knowledge and skills to well-defined problem sets.
B + 3.3	The candidate has demonstrated his/her ability to grasp material well beyond the reach of the average candidate. S/he can articulate a case very well and has good problem-solving skills for well-defined problem sets. S/he is capable of producing very good independent work.
B 3.0	The candidate has reached a good overall standard. His/her skills and knowledge set permit him/her to conduct an adequate analysis of many difficult problems within her/his field of study. S/he has demonstrated his/her potential for some independent work.
B – 2.7	The candidate displays some ability to do good work. Only with some direction and supervision is it possible for him/her to make a good contribution to his/her field. His/her skills and knowledge set are just adequate to allow him/her to do some independent work in the field.
C + 2.3	The candidate's skills and knowledge set are sufficient to allow him/her the opportunity of performing work in his/her field which meets minimum acceptable standards. Ability to perform independent work is present, but limited.
C 2.0	The candidate's skills and knowledge set are only sufficient to permit work in his/her field. His/her ability to perform independent work is very limited.
C – 1.7	The candidate's skills and knowledge set are barely sufficient to permit work of average quality in his/her field. The student struggles to perform most forms of independent work.
D + 1.3	Whilst quite weak the candidate has demonstrated potential to do work of only average quality. No basis for working independently at a good level.
D 1.0	The candidate is too weak to make a meaningful contribution other than under the closest of supervision. Problem-solving skills are not well developed at all.
D – 0.7	Really indistinguishable from a failing grade. The candidate has showed just a trace of a relevant skill set thought of as minimum requirements for the field of study.
F 0.0	The candidate has failed to reach minimum passing standards.

5. Programme structure

5.1. BA (Hons) Degree in Business Administration with Combined Studies

A normal courseload per academic year is 30 US credits, equivalent to 120 UK credits. Students complete 120 UK credits at Level 6 in the major.

Please see degree charts below and refer to Appendices 2-5 for Programme Structure Flowcharts in the concentrations.

Table 1A Lower-Division/Levels 3 and 4 degree requirements

		US Credits	UK Credits
LOWER-DIVISION REQUIREMENTS (Total)		68	272
FHEQ Level 3 (Total)		31	124
ECN 3100	Foundations of Economics	3	12
MGT 3200	Foundations of Business	3	12
MTH 3110	Pre-calculus	3	12
	<i>4 further courses (core curriculum requirements)</i>	13	52
	<i>3 further courses (mathematical or Academic Literacy requirements, or electives for students with exemptions)</i>	9	36
FHEQ Level 4 (Total)		37	148
ACC 4200	Financial Accounting	3	12
ACC 4205	Managerial Accounting	3	12
ECN 4105	Introduction to Microeconomics	3	12
ECN 4110	Introduction to Macroeconomics	3	12
ENT 4200	Introduction to Entrepreneurship	3	12
MGT 4200	Introduction to Business	3	12
MGT 4205	Computer Applications in Management	3	12
MTH 4110	Calculus with Applications	3	12
MTH 4120	Probability & Statistics I	3	12
	<i>2 further courses (core curriculum requirements)</i>	6	24
	<i>1 further course (Academic Literacy requirement and/or elective)</i>	4	16

Go to Table 1B for Entrepreneurship

Go to Table 1C for Finance

Go to Table 1D for International Business

Go to Table 1E for Marketing

Go to Table 1F for Fashion Management and Marketing

Table 1B Concentration structure – Entrepreneurship
(Upper-division/Levels 5 and 6 degree requirements)

		US Credits	UK Credits
UPPER DIVISION MAJOR REQUIREMENTS		60	240
FHEQ Level 5 (Total)		30	120
ECN 5400	Managerial Economics	3	12
ENT 5200	Entrepreneurial Theory and Practice	3	12
FNN 5200	Corporate Finance	3	12
MGT 5210	Research Methods	3	12
MGT 5220	Legal and Ethical Concepts in Management	3	12
MGT 5400	Organisational Behaviour	3	12
MKT 5200	Principles of Marketing	3	12
plus one of the following:		3	12
ADM 5210	Pixel Playground		
MGT 5405	Operations Management		
MGT 5410	Human Resource Management		
MKT 5205	Consumer Behaviour		
MTH 5130	Game Theory and Decision Making		
PLT 5425	Modern China		
	<i>1 further course (core curriculum requirement)</i>	3	12
	<i>1 further course (elective)</i>	3	12
FHEQ Level 6 (Total)		30	120
ENT 6200	Entrepreneurship and Business Development	3	12
ENT 6205	Entrepreneurship and Family Business	3	12
ENT 6210	Entrepreneurship Strategy	3	12
INB 6210	European Business Environment	3	12
MGT 6200	Competition and Strategy	3	12
MGT 6297	Senior Project	6	24
MKT 6215	Global Marketing Management	3	12
plus two of the following or an internship:		6	24
ECN 6210	International Economics		
ENT 6962	World Internship in Entrepreneurship (6 CREDITS)		
ENT 6972	Internship in Entrepreneurship (6 CREDITS)		
INB 6200	Country Risk Analysis		
MKT 6400	Developing and Managing Sales		
MKT 6405	Marketing Planning and Strategy		

Table 1C Concentration structure – Finance
(Upper-division/Levels 5 and 6 degree requirements)

		US Credits	UK Credits
UPPER DIVISION MAJOR REQUIREMENTS		60	240
FHEQ Level 5 (Total)		30	120
ECN 5400	Managerial Economics	3	12
FNN 5200	Corporate Finance	3	12
FNN 5205	Principles of Investment	3	12
FNN 5210	Financial Statement Analysis	3	12
MGT 5210	Research Methods	3	12
MGT 5220	Legal and Ethical Concepts in Management	3	12
MKT 5200	Principles of Marketing	3	12
plus one of the following:		3	12
ADM 5210	Pixel Playground		
MGT 5400	Organisational Behaviour		
MGT 5405	Operations Management		
MTH 5130	Game Theory and Decision Making		
PLT 5425	Modern China		
	<i>1 further course (core curriculum requirement)</i>	3	12
	<i>1 further course (elective)</i>	3	12
FHEQ Level 6 (Total)		30	120
FNN 6200	Money and Banking	3	12
FNN 6205	Quantitative Models in Finance	3	12
FNN 6210	Financial Institutions and Markets	3	12
MGT 6200	Competition and Strategy	3	12
MGT 6297	Senior Project	6	24
plus four of the following OR Internship and three of the following		12	48
ECN 6200	Econometrics		
ECN 6205	Behavioural Economics		
FNN 6400	Derivatives		
FNN 6405	The Global Investor		
FNN 6410	International Finance		
FNN 6962	World Internship in Finance (6 CREDITS)		
FNN 6972	Internship in Finance (6 CREDITS)		

Table 1D Concentration structure – International Business
(Upper-division/Levels 5 and 6 degree requirements)

		US Credits	UK Credits
UPPER DIVISION MAJOR REQUIREMENTS		60	240
FHEQ Level 5 (Total)		30	120
ECN 5400	Managerial Economics	3	12
FNN 5200	Corporate Finance	3	12
MGT 5210	Research Methods	3	12
MGT 5220	Legal and Ethical Concepts in Management	3	12
MKT 5200	Principles of Marketing	3	12
plus one of the following:		3	12
ADM 5210	Pixel Playground		
MGT 5400	Organisational Behaviour		
MGT 5405	Operations Management		
MGT 5410	Human Resource Management		
MTH 5130	Game Theory and Decision Making		
PLT 5425	Modern China		
	<i>1 further course (core curriculum requirement)</i>	<i>3</i>	<i>12</i>
	<i>3 further courses (elective)</i>	<i>9</i>	<i>36</i>
FHEQ Level 6 (Total)		30	120
INB 6200	Country Risk Analysis	3	12
INB 6205	Foreign Trade Policy	3	12
INB 6210	European Business Environment	3	12
INB 6215	Managing the Multinational Corporation	3	12
MGT 6200	Competition and Strategy	3	12
MGT 6297	Senior Project	6	24
MKT 6215	Global Marketing Management	3	12
plus two of the following OR Internship		6	24
ECN 6210	International Economics		
FNN 6405	The Global Investor		
FNN 6410	International Finance		
INB 6962	World Internship in International Business (6 CREDITS)		
INB 6972	Internship in International Business (6 CREDITS)		

Table 1E Concentration structure – Marketing
(Upper-division/Levels 5 and 6 degree requirements)

		US Credits	UK Credits
UPPER DIVISION MAJOR REQUIREMENTS		60	240
FHEQ Level 5 (Total)		30	120
ECN 5400	Managerial Economics	3	12
FNN 5200	Corporate Finance	3	12
MGT 5210	Research Methods	3	12
MGT 5220	Legal and Ethical Concepts in Management	3	12
MKT 5200	Principles of Marketing	3	12
MKT 5205	Consumer Behaviour	3	12
plus one of the following:		3	12
ADM 5210	Pixel Playground		
MGT 5400	Organisational Behaviour		
MGT 5405	Operations Management		
MGT 5410	Human Resource Management		
MKT 5405	Fashion Marketing and Retail		
MTH 5130	Game Theory and Decision Making		
PLT 5425	Modern China		
	<i>1 further course (core curriculum requirement)</i>	3	12
	<i>2 further courses (elective)</i>	6	24
FHEQ Level 6 (Total)		30	120
MKT 6200	Advertising Management	3	12
MKT 6205	Internet Marketing	3	12
MKT 6210	Distribution and Retailing Management	3	12
MKT 6215	Global Marketing Management	3	12
MGT 6200	Competition and Strategy	3	12
MGT 6297	Senior Project	6	24
plus three of the following OR an Internship and one of the following		9	36
ENT 6200	Entrepreneurship and Business Development		
INB 6210	European Business Environment		
MKT 6400	Developing and Managing Sales		
MKT 6405	Marketing Planning and Strategy		
MKT 6962	World Internship in Marketing		
MKT 6972	Internship in Marketing		

**Table 1F Concentration structure – Fashion Management and Marketing
(Upper-division/Levels 5 and 6 degree requirements)**

FHEQ Level 5 (Total)		60	120
ECN 5400	Managerial Economics	3	12
ENT 5200	Entrepreneurial Theory & Practice	3	12
FNN 5200	Corporate Finance	3	12
MGT 5210	Research Methods	3	12
MGT 5220	Legal and Ethical Concepts in Management	3	12
MKT 5200	Principles of Marketing	3	12
MKT 5405	Fashion Marketing & Retail	3	12
MKT 5410	Psychology of Fashion and Luxury Goods	3	12
plus one of the following:		3	12
ADM 5210	Pixel Playground		
COM 5218	Celebrity & Fan Culture		
MGT 5400	Organisational Behaviour		
MGT 5405	Operations Management		
MGT 5410	Human Resource Management		
PLT 5425	Modern China		
	<i>1 further course (core curriculum requirement)</i>	<i>3</i>	<i>12</i>
FHEQ Level 6 (Total)		30	120
MGT 6200	Competition and Strategy	3	12
MGT 6297	Senior Project	6	24
MKT 6200	Advertising Management	3	12
MKT 6205	Internet Marketing	3	12
MKT 6215	Global Marketing Management	3	12
MKT 6300	Fashion Buying & Merchandising	3	12
MKT 6XXX	Fashion Product Development	3	12
plus two of the following OR Internship		6	24
ADM 6200	Contemporary Visual Culture		
COM 6205	PR & Self Presentation		
ENT 6205	Entrepreneurship and Family Business		
MKT 6400	Developing and Managing Sales		
MKT 6405	Marketing Planning and Strategy		
MKT 6962	World Internship (6 CREDITS)		
MKT 6972	Internship (6 CREDITS)		

5.2. Minor requirements

Richmond students may select Finance, International Business, or Marketing (Tables 2A-C) as an optional minor to complement their major field. Both the major and minor will be recorded on the student's transcript at graduation. At least three of the upper division courses required for a minor must be taken at Richmond. A maximum of three courses only may overlap between a student's major and any minor.

Minors in International Business and Marketing are not open to students majoring in Business Administration.

Table 2A Finance

		US Credits	UK Credits
Minor Requirements		18	72
ACC 4200	Financial Accounting	3	12
ACC 4205	Managerial Accounting	3	12
FNN 5200	Corporate Finance	3	12
plus any three upper division finance courses, one of which may include ECN 6200		9	36

Table 2B International Business

		US Credits	UK Credits
Minor Requirements		18	72
ECN 6210	International Economics	3	12
FNN 5200	Corporate Finance	3	12
INB 6200	Country Risk Analysis	3	12
INB 6205	Foreign Trade Policy	3	12
INB 6210	European Business Environment	3	12
MKT 5200	Principles of Marketing	3	12

Table 2C Marketing

		US Credits	UK Credits
Minor Requirements		18	72
ECN 4105	Introduction to Microeconomics	3	12
MKT 5200	Principles of Marketing	3	12
MKT 5205	Consumer Behavior	3	12
MKT 6200	Advertising Management	3	12
plus two other Marketing courses		6	24

6. Distinctive Features and Regulatory Framework

Our **BA (Hons) Degree in Business Administration with Combined Studies** is distinctive in that it broadens the academic experience of the students as a consequence of Richmond's US Liberal Arts framework and General Education requirements, and deepens it through the sequence of course requirements within the programme. This balance between a core of requirements and a range of choices is a key characteristic of the US system of Liberal Arts undergraduate education. While mapping of the US system onto UK regulatory frameworks has presented another opportunity for quality enhancement, accommodation of the special nature of the US liberal arts degree is achieved in the additional "Combined Studies" designation for each major. Developing this distinctive approach, the Richmond programme aspires to the best theory and practice from both sides of the Atlantic.

Our **BA (Hons) Degree in Business Administration with Combined Studies** is operated under the policy and regulatory frameworks of Richmond the American International University in London, the Middle States Commission on Higher Education, the *Framework of Higher Education Qualifications*, *UK Quality Code for Higher Education*, and The Open University policies and procedures for validated institutions..

The following sub-sections include the relevant University or institutional policy documents, where applicable.

6.1. Admissions

To be considered for admission, prospective students should:

- normally be at least 17 years old, have completed a minimum of 12 years of schooling, and hold the required grade(s) in a complete US high School Diploma, UK GCE A levels, or other UK or international qualifications deemed equivalent by the University, by the start of the programme;
- have completed an application via UCAS, the Common Application or direct to the University, including a personal statement and academic reference and supplying verification of existing academic and English language attainments as required by the University.

Further details of qualifications accepted and grades required may be found on the University website, noting that these are common to all BA programmes at the University and there is no requirement as to the subject of entry qualifications. Prospective students from the United States should note that SATs are optional but not required. Whilst not routinely required, prospective students may be invited to interview where this is considered necessary in order to fully consider their application.

Prospective students with specific levels of subject achievement in Advanced Placement Tests, GCE A Levels and some other UK and international qualifications may enter with Advanced Credit and be given exemption from certain courses of the programme. Normally, Advanced Credit may be given for a maximum of 30 out of the total 120 (US) credits necessary to complete the programme. The University welcomes also applications from prospective students with previous Higher Education study who, depending on subjects taken and grades achieved, may be given up to 75 Transfer Credits against the total 120 (US) credits necessary to complete the programme.

Students who are not nationals of a majority English-speaking country should normally have achieved CEFR level B2 in a secure English Language test acceptable to the University prior to entry to the programme. At the University's discretion, students in this category who are EEA nationals may be excused this requirement where they have recently undertaken a full time programme of study of at least 2 years duration with English as the medium of instruction.

Prospective students who do not meet the above academic and/or English language requirements may be permitted to enter this programme at the appropriate point after having first satisfactorily completed a Foundation Year and /or Academic English language programme at the University.

Further details of all of the above may be found at the appropriate page of the University website, where a comprehensive Admissions Policy and Summary of Practice document is also published: <http://www.richmond.ac.uk/content/admissions.aspx>

6.2. Assessment

A proper assessment of student learning and progression of skills gained is fundamental to the work of the University. Much of what shapes the University's perspective on this has already been mentioned within section 4.2, above, under Assessment Strategy, which has been shaped in accordance with the expectations outlined in Section B6 of the *UK Quality Code for Higher Education*.

The University is also in compliance with Standard 14 on 'Assessment of Student Learning', as laid out by the Middle States Commission on Higher Education. Standard 14 includes the following passages:

"The systematic assessment of student learning is essential to monitoring quality and providing the information that leads to improvement. Implemented effectively, the assessment of student learning will involve the shared commitments of students, administrators and academic professionals... Assessment is not an event but a process and should be an integral part of the life of the institution."
(<http://www.msche.org/publications.asp>).

6.3. Progression

The programme starts off with a range of introductory courses in both theoretical and practical aspects of accounting, business, economics, management, and in mathematics and statistics. At this level students are encouraged to consider a wide range of issues and are required to develop their understanding of material that, whilst not overtly complex, is nevertheless essential for the building up later of both practical skills and theoretical

knowledge. In later years students are required to develop an understanding of more complex material in these areas and perform some analysis of their own at the course level. Students start to challenge and evaluate what they read and in the final years use their knowledge and understanding to provide some criticism and offer some new insights on the material they have been exposed to. By this stage they are expected to be able to investigate an issue from start to end and to write a good quality undergraduate thesis.

The above objectives are ensured by requiring students to complete appropriate pre-requisite course material as they progress through the various levels.

6.4. Placement

The Internship Office the University offers a formal mechanism through which students may receive work-placement opportunities. These placements are supervised, career-related work experiences combined with reflective, academic study that help students apply theoretical knowledge in the workplace. Participation in the internship programme is optional, but students who choose to take up a placement receive academic credit for their placement and associated academic work. For full details of the internship programme, please see: <http://www.richmond.ac.uk/content/academic-programs/internships.aspx>

Expectations with regard to careers education, information, advice and guidance (as outlined in Section B4 of *The UK Quality Code for Higher Education*) are handled by the university's Student Affairs department. This department conducts a variety of career services for students, ranging from resource provision to a CV service, and in particular through the LEAD (Leadership, Education and Development) seminar series. For full details of career services offered to students at Richmond, please see: <http://www.richmond.ac.uk/content/student-affairs/career-services.aspx>.

In addition to these services, the alumni office offers networking opportunities where students may contact alumni working in a variety of fields. The alumni office also offers these services via social media such as LinkedIn and Facebook. Please see: <http://www.richmond.ac.uk/content/alumni.aspx>

6.5. Study abroad

Richmond classes benefit every semester through the arrival of c. 100 study abroad students from colleges and universities within the United States. These students, who mostly enrol in classes at levels 5 and 6, very often bring with them a distinct set of values and approaches to learning that can be both enriching and challenging. Richmond faculty have the breadth of experience necessary with which to capitalise on the positive aspects of this class room dynamic. Please note that Study Abroad students register for classes *after* Richmond degree-course students have completed their registration process.

Richmond students have the option to take a leave of absence and travel away from the university as a 'study abroad'. In practice, however, very few students take this option up. It is more common for Richmond students to take a limited number of classes at other accredited colleges and universities during the summer, and then transfer these back to Richmond for inclusion toward their graduation requirements. All courses taken elsewhere must be pre-approved by the Office of Academic Affairs. All such courses are rigorously scrutinized, and only credit from appropriately accredited programmes, earned with a grade of C or above, are accepted for transfer. There are strict requirements regarding the number of courses and at what level may be taken outside of Richmond. Please see under "Graduation Requirements" at:

<http://www.richmond.ac.uk/content/academic-affairs/graduation/graduation-requirements.aspx>

6.6. Student support and guidance

All students have an allocated full-time faculty member who acts as their academic adviser. Academic Advisers have on-going responsibility for students' academic progress, meeting with each advisee at least once per semester. Advisers assist students with registration, enabling smooth progression through the degree. They also advise on postgraduate and career opportunities, and also provide pastoral support in many cases.

A range of Maths, English, Technology and Writing workshops have been established to support students with particular needs in these areas. Librarians are on hand to assist with library use, which includes instruction in web-based resources.

In accordance with the 2010 *Equality Act*, and with Chapter B4 of the *Quality Code for Higher Education* (Section 2: Disabled Students) Richmond endeavours to make all practical and reasonable adjustments to ensure students are able to fully participate in the University community. Students who declare a physical disability or a special educational need are accommodated to ensure the quality of their educational experience meets their individual requirements. SEN students, for instance, receive extra time in examinations, and have the option of writing exams on university-provided computers, and/or of taking exams in a separate room. Please see:

<http://www.richmond.ac.uk/content/student-affairs/students-with-disabilities.aspx>

The university operates a well-staffed Student Affairs department that provides services intended to support and encourage student welfare, safety and development. This department oversees medical registration of students and provides counseling services. It also organizes a range of extracurricular activities and travel designed to further enhance students' educational experiences. Disciplinary and social grievance procedures are also overseen by this department. For a full description of Student Affairs' activities, please see: <http://www.richmond.ac.uk/content/student-affairs.aspx>

Appendix 1: Curriculum Map

** Please see ADM, Combined Studies, ECN, and PLT programme specifications.

		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
Level 3 -- Business Administration with Combined Studies (Common to all concentrations within the major)																				
ECN 3100 **	Foundations of Economics																			
MGT 3200	Foundations of Business	x			x					x	x		x	x	x	x				
MTH 3100 **	Pre-calculus																			
Level 4 -- Business Administration with Combined Studies (Common to all concentrations within the major)																				
ACC 4200	Financial Accounting	x			x	x				x	x		x	x	x	x				x
ACC 4205	Managerial Accounting	x			x	x				x	x		x	x	x	x				x
ECN 4015	Introduction to Microeconomics	x	x			x			x	x				x	x	x	x	x	x	x
ECN 4110	Introduction to Macroeconomics	x	x	x	x	x			x	x	x	x		x	x	x	x	x	x	x
ENT 4200	Introduction to Entrepreneurship	x	x	x	x	x			x				x	x	x	x		x	x	
MGT 4200	Introduction to Business	x			x					x	x		x	x	x	x	x	x	x	x
MGT 4205	Computer Apps in Management						x					x		x	x	x	x	x	x	x
MTH 4110 **	Calculus with Applications																			
MTH 4120 **	Probability & Statistics I																			

Levels 5 & 6 -- Business Administration: Entrepreneurship with Combined Studies																				
Level 5 - Entrepreneurship		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
ECN 5400 **	Managerial Economics																			
ENT 5200	Entrepreneurial Theory and Practice	x		x				x		x				x	x	x		x		
FNN 5200	Corporate Finance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 5210	Research Methods	x			x					x	x		x			x				x
MGT 5220	Legal & Ethical Concepts in Management	x	x	x	x	x			x				x	x	x	x			x	
MGT 5400	Organisational Behaviour	x			x	x				x	x		x	x	x	x	x			
MKT 5200	Principles of Marketing	x		x				x		x				x	x	x		x		
plus one of the following:																				
ADM 5210 **	Pixel Playground										x	x		x	x	x	x	x	x	x
MGT 5405	Operations Management	x		x	x	x			x	x	x	x		x	x	x			x	x
MGT 5410	Human Resource Management	x		x	x	x			x	x	x	x		x	x	x			x	x
MKT 5205	Consumer Behaviour	x			x	x				x	x		x	x	x	x				
MTH 5130 **	Game Theory and Decision Making																			
PLT 5425 **	Modern China																			
Level 6 - Entrepreneurship		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
ENT 6200	Entrepreneurship & Business Development	x	x	x	x	x				x	x		x	x	x	x				
ENT 6205	Entrepreneurship & Family Business	x	x	x	x	x				x	x		x	x	x	x				
ENT 6210	Entrepreneurship Strategy	x	x	x	x	x				x	x		x	x	x	x				
INB 6210	European Business Environment	x			x	x				x	x		x	x	x	x				
MGT 6200	Competition and Strategy	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6297	Senior Project	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MKT 6215	Global Marketing Management	x	x	x	x	x			x	x	x			x	x	x	x			
plus two of the following OR Internship:																				
ECN 6210 **	International Economics																			
ENT 6962	World Internship in Entrepreneurship (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
ENT 6972	Internship in Entrepreneurship (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
INB 6200	Country Risk Analysis	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
MKT 6400	Developing and Managing Sales	x	x	x	x	x			x	x	x			x	x	x				
MKT 6405	Marketing Planning and Strategy	x		x	x	x			x	x	x	x		x	x	x			x	x

Levels 5 & 6 -- Business Administration: Finance with Combined Studies																				
Level 5 - Finance		Knowledge and understanding						Cognitive Skills					Prof Skills		Key Skills					
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
ECN 5400 **	Managerial Economics																			
FNN 5200	Corporate Finance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FNN 5205	Principles of Investment	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x
FNN 5210	Financial Statement Analysis	x			x	x				x	x		x	x	x					x
MGT 5210	Research Methods	x			x					x	x		x			x				x
MGT 5220	Legal & Ethical Concepts in Management	x	x	x	x	x			x				x	x	x	x				x
MKT 5200	Principles of Marketing	x		x				x		x				x	x	x		x		
plus one of the following:																				
ADM 5210 **	Pixel Playground										x	x		x	x	x	x	x	x	x
MGT 5400	Organisational Behaviour	x			x	x				x	x		x	x	x	x				
MGT 5405	Operations Management	x		x	x	x			x	x	x	x		x	x	x				x
MTH 5130 **	Game Theory and Decision Making																			
PLT 5425 **	Modern China																			
Level 6 - Finance		Knowledge and understanding						Cognitive Skills					Prof Skills		Key Skills					
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
FNN 6200	Money and Banking	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FNN 6205	Quantitative Models in Finance	x		x	x	x			x	x	x	x	x	x	x	x	x			
FNN 6210	Financial Institutions and Markets			x	x	x			x	x	x	x	x	x		x	x	x	x	x
MGT 6200	Competition and Strategy	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6297	Senior Project	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
plus four of the following OR Internship and three of the following:																				
ECN 6200 **	Econometrics																			
ECN 6205	Behavioural Economics		x	x	x	x				x	x	x		x	x	x	x	x	x	x
FNN 6400	Derivatives	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
FNN 6405	The Global Investor	x			x	x			x	x		x		x	x	x		x	x	x
FNN 6410	International Finance	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
FNN 6962	World Internship in Finance (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FNN 6972	Internship in Finance (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Levels 5 & 6 -- Business Administration: International Business with Combined Studies																				
Level 5 - International Business		Knowledge and understanding						Cognitive Skills					Prof Skills		Key Skills					
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
ECN 5400 **	Managerial Economics																			
FNN 5200	Corporate Finance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 5210	Research Methods	x			x					x	x		x			x				x
MGT 5220	Legal & Ethical Concepts in Management	x	x	x	x	x			x				x	x	x				x	
MKT 5200	Principles of Marketing	x		x				x		x				x	x	x		x		
plus one of the following:																				
ADM 5210 **	Pixel Playground										x	x		x	x	x	x	x	x	x
MGT 5400	Organisational Behaviour	x			x	x				x	x		x	x	x	x				
MGT 5405	Operations Management	x		x	x	x			x	x	x	x		x	x	x			x	x
MGT 5410	Human Resource Management	x		x	x	x			x	x	x	x		x	x	x			x	x
MTH 5130 **	Game Theory and Decision Making																			
PLT 5425 **	Modern China																			
Level 6 - International Business		Knowledge and understanding						Cognitive Skills					Prof Skills		Key Skills					
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
INB 6200	Country Risk Analysis	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
INB 6205	Foreign Trade Policy	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
INB 6210	European Business Environment	x			x	x				x	x		x	x	x	x				
INB 6215	Managing the Multinational Corporation	x		x	x	x			x	x	x			x	x	x	x	x	x	x
MGT 6200	Competition and Strategy	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6297	Senior Project	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MKT 6215	Global Marketing Management	x	x	x	x	x			x	x	x			x	x	x	x			
plus two of the following OR Internship:																				
ECN 6210 **	International Economics																			
FNN 6405	The Global Investor	x			x	x			x	x		x		x	x	x		x	x	x
FNN 6410	International Finance	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
INB 6962	World Internship in INB (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
INB 6972	Internship in INB (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Levels 5 & 6 -- Business Administration: Marketing with Combined Studies																				
		Knowledge and understanding						Cognitive Skills					Prof Skills		Key Skills					
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
Level 5 - Marketing																				
ECN 5400 **	Managerial Economics																			
FNN 5200	Corporate Finance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 5210	Research Methods	x			x					x	x		x							x
MGT 5220	Legal & Ethical Concepts in Management	x	x	x	x	x			x				x	x	x				x	
MKT 5200	Principles of Marketing	x		x						x				x	x	x		x		
MKT 5205	Consumer Behaviour	x			x	x				x	x		x	x	x					
plus one of the following:																				
ADM 5210 **	Pixel Playground										x	x		x	x	x	x	x	x	x
MGT 5400	Organisational Behaviour	x			x	x				x	x		x	x	x	x				
MGT 5405	Operations Management	x		x	x	x			x	x	x	x		x	x	x			x	x
MGT 5410	Human Resource Management	x		x	x	x			x	x	x	x		x	x	x			x	x
MKT 5405	Fashion Marketing and Retail	x		x						x				x	x	x		x		
MTH 5130 **	Game Theory and Decision Making																			
PLT 5425 **	Modern China																			
		Knowledge and understanding						Cognitive Skills					Prof Skills		Key Skills					
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
Level 6 - Marketing																				
MKT 6200	Advertising Management	x	x	x	x	x	x			x	x		x	x	x	x				
MKT 6205	Internet Marketing	x	x	x	x	x	x			x	x		x	x	x	x				
MKT 6210	Distribution and Retailing Management	x	x	x	x	x	x			x	x		x	x	x	x				
MKT 6215	Global Marketing Management	x	x	x	x	x			x	x	x			x	x	x	x			
MGT 6200	Competition and Strategy	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6297	Senior Project	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
plus three of the following OR an internship and one of the following:																				
ENT 6200	Entrepreneurship & Business Development	x	x	x	x	x				x	x		x	x	x	x				
INB 6210	European Business Environment	x			x	x				x	x		x	x	x	x				
MKT 6400	Developing and Managing Sales	x	x	x	x	x	x		x	x	x			x	x	x				
MKT 6405	Marketing Planning and Strategy	x		x	x	x			x	x	x	x		x	x	x			x	x
MKT 6962	World Internship in Marketing (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MKT 6972	Internship in Marketing (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Levels 5 & 6 -- Business Administration: Fashion Marketing with Combined Studies																				
		Knowledge and understanding						Cognitive Skills					Prof Skills		Key Skills					
Level 5 - Fashion Marketing		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
ECN 5400 **	Managerial Economics																			
ENT 5200	Entrepreneurial Theory and Practice	x		x				x		x				x	x	x		x		
FNN 5200	Corporate Finance	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 5210	Research Methods	x			x					x	x		x			x				x
MGT 5220	Legal & Ethical Concepts in Management	x	x	x	x	x			x				x	x	x	x			x	
MKT 5200	Principles of Marketing	x		x				x		x				x	x	x		x		
MKT 5405	Fashion Marketing & Retail	x		x				x		x				x	x	x		x		
MKT 5410	Psy of Fashion & Luxury Goods	x			x					x	x		x	x	x	x				x
plus one of the following:																				
ADM 5210 **	Pixel Playground										x	x		x	x	x	x	x	x	x
COM 5xxx **	Celebrity and Fan Culture																			
MGT 5400	Organisational Behaviour	x			x	x				x	x		x	x	x	x	x			
MGT 5405	Operations Management	x		x	x	x			x	x	x	x		x	x	x			x	x
MGT 5410	Human Resource Management	x		x	x	x			x	x	x	x		x	x	x			x	x
PLT 5425 **	Modern China																			
Level 6 - Fashion Marketing		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
MGT 6200	Competition and Strategy	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6297	Senior Project	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MKT 6200	Advertising Management	x	x	x	x	x	x			x	x		x	x	x	x	x			
MKT 6205	Internet Marketing	x	x	x	x	x	x			x	x		x	x	x	x	x			
MKT 6215	Global Marketing Management	x	x	x	x	x			x	x	x			x	x	x	x			
MKT 6300	Fashion Buying and Merchandising	x	x	x	x	x				x	x		x	x	x	x	x			
plus three of the following OR Internship and one of the following																				
ADM 6200 **	Contemporary Visual Culture																			
COM 6205 **	PR & Self Presentation																			
ENT 6205	Entrepreneurship & Family Business	x	x	x	x	x				x	x		x	x	x	x	x			
MKT 6400	Developing and Managing Sales	x	x	x	x	x	x		x	x	x			x	x	x				
MKT 6405	Marketing Planning and Strategy	x		x	x	x			x	x	x	x		x	x	x			x	x
MKT 6962	World Internship in Marketing (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MKT 6972	Internship in Marketing (6 cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Appendix 2: Programme Structure Flowcharts

a) BA (Hons) BA: Entrepreneurship with Combined Studies

(Note: Based on a Freshman entering Richmond with no Transfer Credit)

YEAR ONE:

<u>Freshman</u>	<u>Level 3</u>
1. ARW 3195	
2. ECN 3100 Foundations of Econ (LI Behav)	
3. MTH 3000 Fundamentals of Math	
4. FYS	
5. LI Expressive	



<u>Freshman</u>	<u>Level 3</u>
1. MGT 3200 Foundations of Business	
2. MTH 3110 Pre-Calculus	
3. LI Science	
4. LI Temporal and Spatial	
5. Elective	

YEAR TWO:

<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4200 Financial Accounting	
2. ECN 4105 Intro to Microeconomics	
3. MGT 4200 Intro to Business	
4. MGT 4205 Computer Applications in Management	
5. MTH 4110 Calculus with Applications	
6. ARW 4195	



<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4205 Managerial Accounting	
2. ECN 4100 Intro to Macroeconomics	
3. ENT 4200 Intro to Entrepreneurship	
4. MTH 4120 Probability & Statistics I	
5. LII Elective	
6. LII Elective	

YEAR THREE:

<u>Junior</u>	<u>Level 5</u>
1. ECN 5400 Managerial Economics	
2. FNN 5200 Corporate Finance	
3. MGT 5210 Research Methods	
4. MGT 5220 Legal and Ethical Concepts	
5. Elective	



<u>Junior</u>	<u>Level 5</u>
1. MGT 5400 Organisational Behaviour	
2. ENT 5310 Entrep Theory & Practice	
3. MKT 5200 Principles of Marketing	
4. One course from prescribed list	
5. LIII Elective	

YEAR FOUR:

<u>Senior</u>	<u>Level 6</u>
1. INB 6210 European Business Environment	
2. ENT 6315 Entrep & Family Business	
3. MKT 6215 Global Marketing Mgt	
4. One course from prescribed list	
5. One course from prescribed list	



<u>Senior</u>	<u>Level 6</u>
1. MGT 6297 Senior Project (6 US/24 UK credits)	
2. ENT 6210 Entrepreneurial Strategy	
3. ENT 6200 Entrep & Business Development	
4. MGT 6200 Competition and Strategy	

b) BA (Hons) BA: Finance with Combined Studies

(Note: Based on a Freshman entering Richmond with no Transfer Credit)

YEAR ONE:

<u>Freshman</u>	<u>Level 3</u>
1. ARW 3195 Principles of Academic Writing	
2. ECN 3100 Foundations of Econ	
3. MTH 3000 Fundamentals of Math	
4. FYS	
5. LI Expressive	



<u>Freshman</u>	<u>Level 3</u>
1. MGT 3200 Foundations of Business	
2. MTH 3110 Pre-Calc	
3. LI Science	
4. LI Temporal and Spatial	
5. Elective	

YEAR TWO:

<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4200 Financial Accounting	
2. ECN 4105 Intro to Microeconomics	
3. MGT 4200 Intro to Business	
4. MGT 4205 Computer Applications in Management	
5. MTH 4110 Calculus with Applications	
6. ARW 4195	



<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4205 Managerial Accounting	
2. ECN 4100 Intro to Macroeconomics	
3. ENT 4200 Intro to Entrepreneurship	
4. MTH 4120 Probability & Statistics I	
5. LII Elective	
6. LII Elective	

YEAR THREE:

<u>Junior</u>	<u>Level 5</u>
1. ECN 5400 Managerial Economics	
2. FNN 5200 Corporate Finance	
3. MKT 5200 Principles of Marketing	
4. MGT 5210 Research Methods	
5. MGT 5220 Legal and Ethical Concepts	



<u>Junior</u>	<u>Level 5</u>
1. FNN 5205 Principles of Investment	
2. FNN 5210 Financial Statement Analysis	
3. One course from prescribed list	
4. Elective	
5. LIII Elective	

YEAR FOUR:

<u>Senior</u>	<u>Level 6</u>
1. FNN 6200 Money and Banking	
2. FNN 6205 Quantitative Models in Finance	
3. FNN 6210 Financial Institutions and Markets	
4. MGT 6200 Competition and Strategy	
5. One course from prescribed list	



<u>Senior</u>	<u>Level 6</u>
1. MGT 6297 Senior Project (6 US/12 UK credits)	
2. One course from prescribed list	
3. One course from prescribed list	
4. One course from prescribed list	

c) BA (Hons) BA: International Business with Combined Studies
(Note: Based on a Freshman entering Richmond with no Transfer Credit)

YEAR ONE:

<u>Freshman</u>	<u>Level 3</u>
1. ARW 3195	
2. ECN 3100 Foundations of Econ (LI Behav)	
3. MTH 3000 Fundamentals of Math	
4. FYS	
5. LI Expressive	



<u>Freshman</u>	<u>Level 3</u>
1. MGT 3200 Foundations of Business	
2. MTH 3110 Pre-Calc	
3. LI Science	
4. LI Temporal and Spatial	
5. Elective	

YEAR TWO:

<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4200 Financial Accounting	
2. ECN 4105 Intro to Microeconomics	
3. MGT 4200 Intro to Business	
4. MGT 4205 Computer Applications in Management	
5. MTH 4110 Calculus with Applications	
6. ARW 4195	



<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4205 Managerial Accounting	
2. ECN 4100 Intro to Macroeconomics	
3. ENT 4200 Intro to Entrepreneurship	
4. MTH 4120 Probability & Statistics I	
5. LII Elective	
6. LII Elective	

YEAR THREE:

<u>Junior</u>	<u>Level 5</u>
1. ECN 5400 Managerial Economics	
2. FNN 5200 Corporate Finance	
3. MKT 5200 Principles of Marketing	
4. MGT 5210 Research Methods	
5. MGT 5220 Legal and Ethical Concepts	



<u>Junior</u>	<u>Level 5</u>
1. One course from prescribed list	
2. LIII Elective	
3. Elective	
4. Elective	
5. Elective	

YEAR FOUR:

<u>Senior</u>	<u>Level 6</u>
1. INB 6200 Country Risk Analysis	
2. INB 6205 Foreign Trade Policy	
3. INB 6210 European Business Env	
4. INB 6215 Managing the Multinational Corp	
5. MGT 6200 Competition and Strategy	



<u>Senior</u>	<u>Level 6</u>
1. MGT 6297 Senior Project (6 US/12 UK credits)	
2. MKT 6215 Global Marketing Management	
3. One course from prescribed list	
4. One course from prescribed list	

d) BA (Hons) BA: Marketing with Combined Studies

(Note: Based on a Freshman entering Richmond with no Transfer Credit)

YEAR ONE:

<u>Freshman</u>	<u>Level 3</u>
1. ARW 3195	
2. ECN 3100 Foundations of Econ (LI Behav)	
3. MTH 3000 Fundamentals of Math	
4. FYS	
5. LI Expressive	



<u>Freshman</u>	<u>Level 3</u>
1. MGT 3200 Foundations of Business	
2. MTH 3110 Pre-Calc	
3. LI Science	
4. LI Temporal and Spatial	
5. Elective	

YEAR TWO:

<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4200 Financial Accounting	
2. ECN 4105 Intro to Microeconomics	
3. MGT 4200 Intro to Business	
4. MGT 4205 Computer Applications in Management	
5. MTH 4110 Calculus with Applications	
6. ARW 4195	



<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4205 Managerial Accounting	
2. ECN 4100 Intro to Macroeconomics	
3. ENT 4200 Intro to Entrepreneurship	
4. MTH 4120 Probability & Statistics I	
5. LII Elective	
6. LII Elective	

YEAR THREE:

<u>Junior</u>	<u>Level 5</u>
1. ECN 5400 Managerial Economics	
2. FNN 5200 Corporate Finance	
3. MKT 5200 Principles of Marketing	
4. MGT 5210 Research Methods	
5. MGT 5220 Legal and Ethical Concepts	



<u>Junior</u>	<u>Level 5</u>
1. MKT 5205 Consumer Behaviour	
2. One course from prescribed list	
3. LIII Elective	
4. Elective	
5. Elective	

YEAR FOUR:

<u>Senior</u>	<u>Level 6</u>
1. MKT 6200 Advertising Mgt	
2. MKT 6205 Internet Marketing	
3. MKT 6210 Distribution and Retailing Mgt	
4. MKT 6215 Global Marketing Mgt	
5. MGT 6200 Competition and Strategy	



<u>Senior</u>	<u>Level 6</u>
1. MGT 6297 Senior Project (6 US/12 UK credits)	
2. Course from prescribed list	
3. Course from prescribed list	
4. Course from prescribed list	

e) BA (Hons) BA: Fashion and Marketing Management

(Note: Based on a Freshman entering Richmond with no Transfer Credit)

YEAR ONE:

<u>Freshman</u>	<u>Level 3</u>
1. ARW 3195	
2. ECN 3100 Foundations of Econ (LI Behav)	
3. MTH 3000 Fundamentals of Math	
4. FYS	
5. LI Expressive	



<u>Freshman</u>	<u>Level 3</u>
1. MGT 3200 Foundations of Business	
2. MTH 3110 Pre-Calc	
3. LI Science	
4. LI Temporal and Spatial	
5. Elective	

YEAR TWO:

<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4200 Financial Accounting	
2. ECN 4105 Intro to Microeconomics	
3. MGT 4200 Intro to Business	
4. MGT 4205 Computer Applications in Management	
5. MTH 4110 Calculus with Applications	
6. ARW 4195	



<u>Sophomore</u>	<u>Level 4</u>
1. ACC 4205 Managerial Accounting	
2. ECN 4100 Intro to Macroeconomics	
3. ENT 4200 Intro to Entrepreneurship	
4. MTH 4120 Probability & Statistics I	
5. LII Elective	
6. LII Elective	

YEAR THREE:

<u>Junior</u>	<u>Level 5</u>
1. ECN 5400 Managerial Economics	
2. FNN 5200 Corporate Finance	
3. MKT 5200 Principles of Marketing	
4. MGT 5210 Research Methods	
5. MGT 5220 Legal and Ethical Concepts	



<u>Junior</u>	<u>Level 5</u>
1. MKT 5405 Fashion Marketing & Retail	
2. MKT 5200 Entrepreneurial Theory & Practice	
3. LIII Elective	
4. MKT 5410 Psychology of Fashion and Luxury Goods	
5. Elective	

YEAR FOUR:

<u>Senior</u>	<u>Level 6</u>
1. MKT 6200 Advertising Mgt	
2. MKT 6205 Internet Marketing	
3. MKT 6215 Global Marketing Mgt	
4. MGT 6200 Competition and Strategy	
5. Course from prescribed list	



<u>Senior</u>	<u>Level 6</u>
1. MGT 6297 Senior Project (6 US/12 UK credits)	
2. MKT 6300 Fashion Buying & Merchandising	
3. Course from prescribed list	
4. Course from prescribed list	