



BA (Hons) Business Management with Combined Studies

Programme Specification

2023-2024

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1. INTRODUCTION

This document describes the **Business Management with Combined Studies** awarded by Richmond University American University in London, using the protocols required by *The Framework for Higher Education Qualifications in England, Wales, and Northern Ireland* (QAA, 2008).

The degree is delivered within the framework of a US Liberal Arts undergraduate degree programme. Typically, students take the programme over 3.5 to 4 years (approximately 10 courses per year, with summer courses allowing for accelerated progress in some cases). Each undergraduate credit is equivalent, approximately, to 1 classroom contact hour per 15-week semester. On this basis, students are required to earn a total of a minimum 120 US academic credit hours in order to complete their degrees. Of the courses in the programme, 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.

The 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 RQF 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*).

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 course can be found in course specification documents and syllabi.

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.

2. OVERVIEW

Programme/award title(s)	BA (Hons) Business Management: Entrepreneurship with Combined Studies BA (Hons) Business Management: International Business with Combined Studies
Teaching Institution	Richmond American University in London
Awarding Institution	Richmond American University in London
Date of last validation	14 Mar 2022
Next revalidation	Spring 2027
Credit points for the award	122 US Credits 488 UK Credits at <i>FHEQ</i> Levels 3-6 (124 at Level 3; 124 at Level 4; 120 at Level 5; 120 at Level 6)
UCAS Code	University Code: R20 Entrepreneurship: N100 Finance: NN13 International Business: N120
Programme start date	Fall 2022
Underpinning QAA subject benchmark(s)	Business and Management 2019
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, 2006, 2016.) QAA – Higher Education Review (AP) 2017
Date of production/revision of this specification	May 2023 (see chart at the end of this document for list of revisions)

3. ABOUT THE PROGRAMME

Our **BA (Hons) Business Management 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 in either of the four pathways, Entrepreneurship, International Business, Human Resource Management and Data Analytics. This degree programme enables our students to respond to the unprecedented demand for graduates with knowledge and skills required for graduate employment in various organizations, from small start-ups to global corporations. Students acquire a solid foundation in the business fundamentals with information technology and a global perspective on sustainability as the integrating and unifying theme throughout the course of their studies.

4. MISSION

The Business Management Major aims to provide its students with an education in business knowledge, understanding and 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.

5. PROGRAMME STRUCTURE

BA (Hons) Business Management with Combined Studies degree

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

Please note that students must complete all Liberal Arts requirements AND a minimum of 120 credits at each FHEQ level. The Liberal Arts programme offers more choice amongst levels, so students and advisors must ensure that both Liberal Arts requirements and overall level requirements are satisfied.

Black = Major requirements

Blue = General Education Liberal Arts Core requirements

Green = Electives/Gen Ed Electives

Table 1: Lower-Division / Levels 3 and 4 Degree Requirements

LOWER-DIVISION REQUIREMENTS			
<i>RQF Level 3</i>		US CREDITS	UK CREDITS
MGT 3200	Foundations of Business	3	12
MTH 3111	Functions with Applications	3	12
MGT 3210	World of Entrepreneurship	3	12
MGT 3201	Foundations of Computer Applications	3	12
GEP 3105	Tools for Change	3	12

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GEP 3180	Research and Writing I	3	12
Plus one of the following:		3	12
GEP 3150	Visual Thinking		
GEP 3170	Narratives of Change		
Plus one of the following:		3	12
ENV 3XXX	Any RQF Level 3 ENV course		
XXX 3XXX	RQF Level 3 Elective (only if satisfying ENV requirement at FHEQ Level 4)		
Plus:			
XXX 3XXX	RQF Level 3 Elective or MTH 3000 (if student tests into this)	3	12
XXX 3XXX	RQF Level 3 Elective	3	12
RQF Level 3 CREDIT TOTALS		30	120

FHEQ Level 4		US CREDITS	UK CREDITS
ACC 4205	Managerial Accounting	3	12
ECN 4105	Introduction to Microeconomics	3	12
ECN 4110	Introduction to Macroeconomics	3	12
MGT 4100	Introduction to Management	3	12
MTH 4120	Probability & Statistics I	3	12
GEP 4180	Research and Writing II	3	12
GEP 4105	Change in Practice	3	12
Plus one of the following:		3	12
COM 4100	Intercultural Communication (for ENT, INB and HRM pathways)		
DGT 4101	Introduction to Programming (For DGT pathway only)		
Plus one of the following:		3	12
ENV 4XXX	Any FHEQ Level 4 ENV course		
XXX 4XXX	FHEQ Level 4 Elective (only if satisfying ENV requirement at RQF Level 3)		
Plus:			
XXX 4XXX	FHEQ Level 4 Elective	3	12
FHEQ Level 4 CREDIT TOTALS		30	120

See Table 2.1 for Entrepreneurship (ENT)

See Table 2.2 for International Business (INB)

See Table 2.3 for Human Resource Management (HRM)

See Table 2.4 for Data Analytics (DGT)

Table 2.1 Upper Division / Levels 5 and 6 Degree Requirements: Entrepreneurship

UPPER-DIVISION REQUIREMENTS			
FHEQ Level 5		US CREDITS	UK CREDITS
FNN 5200	Corporate Finance	3	12
ENT 5200	Entrepreneurial Theory and Practice	3	12
ENT 5201	Managing Innovation	3	12
MGT 5220	Legal and Ethical Aspects in Management	3	12
MKT 5200	Principles of Marketing	3	12
MGT 5400	Organisational Behaviour	3	12
MGT 5200	Research Methods and Data Analysis	3	12
Plus one of the following:		3	12
GEP 5101	Service Learning: Digital Collaboration		
GEP 5102	Service Learning: Leadership in a Changing World		
GEP 5103	Service Learning: Environment and Society		
GEP 5104	Service Learning: Global Citizenship and Migration		
Plus:			
XXX 5XXX	FHEQ Level 5 Elective	3	12
XXX 5XXX	FHEQ Level 5 Elective	3	12
FHEQ Level 5 Credit Totals		30	120

FHEQ Level 6		US CREDITS	UK CREDITS
ENT 6103	Lean Startup and Design Thinking	4	16
ENT 6101	Entrepreneurship: Valuation, Funding and Growth	4	16
MGT 6102	Sustainable Strategic Management	4	16
MKT 6101	Digital Marketing and Social Media	4	16
MGT 6297	Senior Project in Business	6	24
Plus one of the following:		4	16
MKT 6104	Luxury Brand Management		
INB 6102	Managing the Multinational Corporation		
MGT 6901	World Internship in Business Management		
MGT 6902	Internship in Business Management		
Plus:			
XXX 6XXX	FHEQ Level 6 Elective	4	16
FHEQ Level 6 CREDIT TOTALS		30	120

Table 2.2 Upper Division / Levels 5 and 6 Degree Requirements: International Business

UPPER-DIVISION REQUIREMENTS			
FHEQ Level 5		US CREDITS	UK CREDITS
FNN 5200	Corporate Finance	3	12
INB 5101	Foreign Trade and Investment	3	12
INB 5102	International Supply Chain Management	3	12
MKT 5200	Principles of Marketing	3	12
MGT 5400	Organisational Behaviour	3	12
MGT 5415	Governance and Sustainability	3	12
MGT 5200	Research Methods and Data Analysis	3	12
Plus one of the following:		3	12
GEP 5101	Service Learning: Digital Collaboration		
GEP 5102	Service Learning: Leadership in a Changing World		
GEP 5103	Service Learning: Environment and Society		
GEP 5104	Service Learning: Global Citizenship and Migration		
Plus:			
XXX 5XXX	FHEQ Level 5 Elective	3	12
XXX 5XXX	FHEQ Level 5 Elective	3	12
FHEQ Level 5 Credit Totals		30	120

FHEQ Level 6		US CREDITS	UK CREDITS
INB 6101	International Business Environment	4	16
INB 6102	Managing the Multinational Corporation	4	16
MGT 6102	Sustainable Strategic Management	4	16
INB 6103	International Business Law	4	16
MGT 6297	Senior Project in Business	6	24
Plus one of the following:		4	16
MKT 6104	Luxury Brand Management		
ENT 6103	Lean Startup and Design Thinking		
FNN 6104	International Finance		
FNN 6106	Financial Management		
MGT 6901	World Internship in Business		
MGT 6902	Internship in Business		
Plus:			
XXX 6XXX	FHEQ Level 6 Elective	4	16
FHEQ Level 6 Credit Totals		30	120

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Table 2.3Upper Division / Levels 5 and 6 Degree Requirements: **Human Resource Management**

UPPER-DIVISION REQUIREMENTS			
FHEQ Level 5		US CREDITS	UK CREDITS
FNN 5200	Corporate Finance	3	12
ENT 5201	Managing Innovation	3	12
MGT 5220	Legal and Ethical Aspects in Management	3	12
MGT 5400	Organisational Behaviour	3	12
PSY 5215	Personality, Individual Difference and Intelligence	3	12
MGT 5201	Employment Law for Managers	3	12
MGT 5200	Research Methods and Data Analysis	3	12
Plus one of the following:		3	12
GEP 5101	Service Learning: Digital Collaboration		
GEP 5102	Service Learning: Leadership in a Changing World		
GEP 5103	Service Learning: Environment and Society		
GEP 5104	Service Learning: Global Citizenship and Migration		
Plus:			
XXX 5XXX	FHEQ Level 5 Elective	3	12
XXX 5XXX	FHEQ Level 5 Elective	3	12
FHEQ Level 5 Credit Totals		30	120

FHEQ Level 6		US CREDITS	UK CREDITS
MGT 6101	Human Resource Management	4	16
INB 6102	Managing the Multinational Corporation	4	16
MGT 6102	Sustainable Strategic Management	4	16
PSY 6106	Psychology of Happiness and Wellbeing	4	16
MGT 6297	Senior Project in Business	6	24
Plus one of the following:		4	16
ECN 6101	Behavioural Economics		
INB 6101	International Business Environment		
MGT 6901	World Internship in Business Management		
MGT 6902	Internship in Business Management		
Plus:			
XXX 6XXX	FHEQ Level 6 Elective	4	16
FHEQ Level 6 CREDIT TOTALS		30	120

Table 2.4
Upper Division / Levels 5 and 6 Degree Requirements: **Data Analytics**

UPPER-DIVISION REQUIREMENTS			
FHEQ Level 5		US CREDITS	UK CREDITS
FNN 5200	Corporate Finance	3	12
MGT 5400	Organisational Behaviour	3	12
MGT 5220	Legal and Ethical Aspects in Management	3	12
DGT 5105	Advanced Computer Applications for Business	3	12
DGT 5101	Programming for Applications	3	12
DGT 5106	Data Science	3	12
MGT 5200	Research Methods and Data Analysis	3	12
Plus one of the following:		3	12
GEP 5101	Service Learning: Digital Collaboration		
GEP 5102	Service Learning: Leadership in a Changing World		
GEP 5103	Service Learning: Environment and Society		
GEP 5104	Service Learning: Global Citizenship and Migration		
Plus:			
XXX 5XXX	FHEQ Level 5 Elective	3	12
XXX 5XXX	FHEQ Level 5 Elective	3	12
FHEQ Level 5 Credit Totals		30	120

FHEQ Level 6		US CREDITS	UK CREDITS
DGT 6103	Artificial Intelligence	4	16
DGT 6102	Data Mining	4	16
INB 6102	Managing the Multinational Corporation	4	16
MGT 6102	Sustainable Strategic Management	4	16
MGT 6297	Senior Project in Business	6	24
Plus one of the following:		4	16
INB 6101	International Business Environment		
FNN 6106	Financial Management		
DGT 6101	Project Management for IT		
MGT 6901	World Internship in Business Management		
MGT 6902	Internship in Business Management		
Plus:			
XXX 6XXX	FHEQ Level 6 Elective	4	16
FHEQ Level 6 CREDIT TOTALS		30	120

6. 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.

7. KEY PROGRAMME OUTCOMES

Upon completing the **BA (Hons) Business Management with Combined Studies** students should have:

- An understanding of business strategy and its development.
- Ability to critically reflect on different approaches and perspectives.
- Developed professional skills and engaged with a range of problems.
- Developed key mathematical and IT related skills.

Knowledge and Understanding (A)

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 pathway discipline.

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

A7 critical self-reflection; development in the context of studies; role and impacts on future work/practice.

Cognitive Skills (B)

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 pathway.

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

Practical and/or professional skills (C)

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.

Key Skills (D)

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 IT 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.

8. TEACHING, LEARNING, AND ASSESSMENT

Teaching Strategy

The teaching and learning strategy adopted within the **BA (Hons) Business Management with Combined Studies** degree is based on the understanding that all students will be treated as active learners. Clearly, the precise approach will vary from course to course, depending on the learning outcomes relevant to each class.

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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 most courses.
- Regular use of tutor- and student-led discussion groups via e-learning platforms such as Blackboard 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

Assessment Strategy

The assessment strategies we use with our BA (Hons) Business Management with Combined Studies degree speak directly to how we anticipate progression with student learning to take place.

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 or require attendance at a public lecture as well. Students generally find these events to be extremely valuable to their learning.

Courses will follow the University Assessment Norms, details of which are listed in each CSD. Programme specification and curriculum map – BA (Hons) Business Management with Combined Studies

See <https://www.richmond.ac.uk/university-policies/> for full details.

Each senior will end their programme with a senior project which will normally have 8,000-10,000 words.

9. ENTRY REQUIREMENTS

Admissions

Details of the entry requirements, including English language requirements, may be found at the appropriate page of the University website listed below, where a comprehensive Admissions Policy and Summary of Practice document is also published.

<https://www.richmond.ac.uk/undergraduate-admissions/>

Transfer Credit

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. Please see the Transfer Credit Policy Undergraduate for details.

10. EXIT AWARD REQUIREMENTS

An exit award is defined as a lower award than one for which the student is registered. Such an award may be conferred if a student completes part, but not all, of the requirements of the programme for which he or she is registered. Students may not enter the university registered for an exit award.

Associate of Arts Degree in General Studies (US)

The US Associate of Arts (AA) degree can be awarded as an exit degree for those students completing the following minimum requirements.

30 US / 120 UK credits at RQF Level 3

30 US / 120 UK credits at FHEQ Level 4

Of the total number of credits required for the AA degree, 30 US/120 UK credits must be completed at Richmond. Students must obtain a minimum cumulative GPA of 2.0 and a major of 2.0 in order to qualify for this degree. Latin Honours are not applied to the AA Degree.

The requirements for the AA degree are outlined in Table 1 above. All Level 3 and 4 Major and General Education Liberal Arts Core Requirements must be completed.

Certificate of Higher Education in Business Management (UK)

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The UK Certificate of Higher Education (CertHE) can be broadly aligned with the US Associate of Arts Degree, but the CertHE does not require the completion of 30 US/120 credits at RQF Level 3. Students who qualify for the AA degree will automatically qualify for the CertHE. But students may qualify for a CertHE without fulfilling the requirements for a US AA degree if they have not completed all of the RQF Level 3 requirements necessary to obtain the AA.

The UK CertHE can be awarded as an exit award for those students completing the following minimum requirements.

120 credits at FHEQ Level 4

- Pass (normally a GPA of between 1.85 and 2.99 for all Level 4 courses)
- Merit (normally a GPA of 3.0 to 3.54)
- Distinction (normally a GPA of 3.55 and above for all level 4 courses)

Of the total number of credits required for the UK CertHE, 15 US/60 UK credits must be completed at Richmond.

The requirements for the UK CertHE are outlined in the section of Table 1 pertaining to FHEQ Level 4 requirements. All Level 4 Major and General Education Liberal Arts Core Requirements must be completed.

Diploma of Higher Education in Business Management

The UK Diploma of Higher Education (DipHE) has no US equivalent. The UK DipHE can be awarded as an exit award for those students completing the following minimum requirements.

120 credits at FHEQ Level 4

120 credits at FHEQ Level 5

- Pass (normally a GPA of between 1.85 and 2.99 for all Level 4 courses)
- Merit (normally a GPA of 3.0 to 3.54)
- Distinction (normally a GPA of 3.55 and above for all level 4 courses)

Of the total number of credits required for the UK DipHE, 15 US/60 UK Level 4 credits and 15 US/60 UK Level 5 credits must be completed at the University.

The requirements for the UK DipHE are outlined in the sections of Table 1 and Table 2 above pertaining to FHEQ Level 4 and FHEQ Level 5 requirements. All Level 4 Major and General Education Liberal Arts Core Requirements must be completed. Level 6 courses can be “dipped-down” to fulfil missing Level 5 credits.

Students may not be awarded more than one UK exit award and the University Examination Board will recommend the most relevant one for the individual student circumstance.

11. STUDENT SUPPORT AND GUIDANCE

There is a range of student support and guidance, for both academic and general wellbeing, available to students. This is accomplished through a range of programmes and services which positively impact learning as well as the total student life experience.

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 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.

The University 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 supported 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.

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.

12. 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 (see level 6 options).

Expectations with regard to careers education, information, advice and guidance (as outlined in the section on Enabling Student Achievement in *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.

In addition to services provided by the Internship Office, the Careers Office offers networking opportunities where students may contact alumni working in a variety of fields.

13. STUDY ABROAD

Richmond students have the option to take a leave of absence and travel away from the university as a 'study abroad'. With 40 partnerships spread over five continents, students are able to select from a wide range of partners. All courses taken elsewhere must be pre-approved by Registry Services.

14. REGULATORY FRAMEWORK

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

Also key to the background for this description are the following documents:

- QAA (2018). The Revised UK Quality Code for Higher Education. (www.qaa.ac.uk)
- QAA (2008). Higher Education Credit Framework for England: guidance on academic credit arrangements in Higher Education in England.
- SEEC (2016). Credit Level Descriptors for Higher Education. Southern England Consortium for Credit Accumulation and Transfer (www.seec.org.uk).
- Middle States Commission on Higher Education. Standards for Accreditation and Requirements of Affiliation. 2014: Thirteenth Edition; Rev. Ed. 2015. (<http://www.msche.org/publications/RevisedStandardsFINAL.pdf>)

Ensuring and Enhancing the Quality of the Programme

The **BA (Hons) Business Management 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 faculty as a group.

The University has several methods for evaluating and improving the quality and standards of its provision. These include:

- External Examiners
- Internal Moderation
- Student representation
- Curricular change approval process
- Annual Programme Monitoring and Assessment
- Formal Programme Review, every 5 years
- Course evaluation
- Student satisfaction surveys and the NSS
- Feedback from employers

BA (Hons) Business Management 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 (QAA) reviews. The University is a voluntary subscriber member of the QAA, and underwent its first full Institutional Review in May 2013 and a Higher Education Review (AP) in 2017.

APPENDIX 1: CURRICULUM MAP

		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 Management with Combined Studies (Common to all concentrations within the major)																				
MGT 3200	Foundations of Business	x			x					x	x		x	x	x					
MTH 3111	Functions with Applications	x							x					x						
MGT 3210	World of Entrepreneurship	x				x	x	x	x				x	x						
MGT 3201	Foundations of Computer Applications						x							x	x	x	x	x	x	x
Level 4 -- Business Management with Combined Studies (Common to all concentrations within the major)																				
ACC 4205	Managerial Accounting	x			x	x				x	x		x	x	x					x
COM 4100	Intercultural Communication		x	x	x							x		x	x		x	x		
DGT 4101	Introduction to Programming (DGT pathway only)		x	x			x		x				x	x						
ECN 4105	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
MGT 4100	Introduction to Management	x	x	x	x	x	x			x				x	x					
MTH 4120	Probability & Statistics I											x		x	x	x	x	x		

Levels 5 & 6 -- Business Management: 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
ENT 5201	Managing Innovation	x	x	x	x	x			x				x	x	x	x	x		x	x
ENT 5200	Entrepreneurial Theory and Practice	x		x	x	x		x		x				x	x	x		x		
FNN 5200	Corporate Finance	x		x		x			x	x				x	x	X	x			x
MGT 5200	Research Methods and Data Analysis	x			x			x		x	x	x				x				x
MGT 5220	Legal & Ethical Aspects 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		
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 6103	Lean Startup and Design Thinking	x	x	x	x	x		x		x	x		x	x	x	x	x			x
ENT 6101	Entrepreneurship: Valuation, Funding and Growth	x	x	x	x	x		x	x	x	x	x	x	x	x	x	x			
MGT 6102	Sustainable Strategic Management	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
MKT 6101	Digital Marketing and Social Media	x	x	x	x	x	x			x	x		x	x	x	x	x			
MGT 6297	Senior Project in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
plus one of the following:																				
MKT 6104	Luxury Brand Management	x			x					x	x		x	x	x	x				x
INB 6102	Managing the Multinational Corporation	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
MGT 6901	World Internship in Business Management	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6901	Internship in Business Management	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Levels 5 & 6 -- Business Management: 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
INB 5101	Foreign Trade and Investment	x		x	x	x			x	x	x	x		x	x	x	x	x	x	
FNN 5200	Corporate Finance	x		x		x			x	x				x	x		x		x	
INB 5102	International Supply Chain Management	x	x	x					x	x			x	x	x	x	x		x	

MGT 5415	Governance and Sustainability	x				x			x					x			x	x		
MGT 5400	Organisational Behaviour	x				x				x			x	x	x	x			x	x
MKT 5200	Principles of Marketing	x		x				x		x				x	x	x		x		
MGT 5200	Research Methods and Data Analysis	x			x			x		x	x	x				x				x
		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
Level 6 - International Business		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
INB 6101	International Business Environment	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
MGT 6102	Sustainable Strategic Management	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
INB 6102	Managing the Multinational Corporation	x		x	x	x			x	x	x			x	x	x	x	x	x	x
INB 6103	International Business Law	x	x		x			x	x		x	x			x	x	x		x	x
MGT 6297	Senior Project in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
plus one of the following:																				
MKT 6104	Luxury Brand Management	x			x					x	x		x	x	x	x				x
ENT 6103	Lean Startup and Design Thinking	x	x	x	x	x		x		x	x		x	x	x	x	x			x
FNN 6106	Financial Management	x	x	x	x				x	x				x	x		x			
FNN 6104	International Finance	x		x	x				x					x		x	x			
MGT 6901	World Internship in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6902	Internship in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Levels 5 & 6 -- Business Management: Human Resource with Combined Studies																				
		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
Level 5 – Human Resource Management		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
ENT 5201	Managing Innovation	x	x	x	x	x			x				x	x	x	x	x		x	x
FNN 5200	Corporate Finance	x		x		x			x	x				x	x		x			x
MGT 5220	Legal and Ethical Aspects in Management	x	x	x	x	x				x			x	x	x	x			x	
PSY 5215	Personality, Individual Difference, and Intelligence					x	x	x				x	x		x					x
MGT 5400	Organisational Behaviour	x				x				x			x	x	x	x			x	x
MGT 5201	Employment Law for Managers	x	x	x	x	x				x			x	x	x	x			x	

MGT 5200	Research Methods and Data Analysis	x			x			x		x	x	x				x				x
		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
Level 6 – Human Resource Management		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
MGT 6101	Human Resource Management	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
MGT 6102	Sustainable Strategic Management	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
INB 6102	Managing the Multinational Corporation	x		x	x	x			x	x	x			x	x	x	x	x	x	x
PSY 6106	Psychology of Happiness and Wellbeing	x	x		x			x	x		x	x			x	x			x	x
MGT 6297	Senior Project in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
plus one of the following:																				
ECN 6101	Behavioural Economics	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
INB 6101	International Business Environment	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
INB 6102	Managing the Multinational Corporation	x		x	x	x			x	x	x			x	x	x	x	x	x	x
MGT 6901	World Internship in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6902	Internship in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Levels 5 & 6 -- Business Management: Data Analytics																				
		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
Level 5 – Data Analytics		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
FNN 5200	Corporate Finance	x	x	x	x	x	x	x	x	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
MGT 5220	Legal and Ethical Aspects in Management	x	x	x	x	x			x				x	x	x	x			x	
MGT 5201	Employment Law for Managers	x	x	x	x	x				x			x	x	x	x			x	
DGT 5105	Advanced Computer Applications for Business					x	x					x		x	x			x	x	
DGT 5101	Programming for Applications		x	x			x		x				x		x					
DGT 5106	Data Science	x	x	x	x			x					x	x	x					
MGT 5200	Research Methods and Data Analysis									x	x	x				x				x

		Knowledge and understanding							Cognitive Skills					Prof Skills		Key Skills				
Level 6 – Data Analytics		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	D1	D2	D3	D4	D5
DGT 6103	Artificial Intelligence					x	x						x	x	x			x	x	
DGT 6102	Data Mining					x	x						x	x	x			x	x	
INB 6102	Managing the Multinational Corporation	x		x	x	x			x	x	x			x	x	x	x	x	x	x
MGT 6102	Sustainable Strategic Management	x	x		x			x	x		x	x			x	x	x		x	x
MGT 6297	Senior Project in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
plus one of the following:																				
INB 6101	International Business Environment	x		x	x	x			x	x	x	x		x	x	x	x	x	x	x
DGT 6101	Project Management for IT					x	x						x	x	x			x	x	
FNN 6106	Financial Management	x	x	x	x				x	x				x	x		x			
MGT 6901	World Internship in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MGT 6902	Internship in Business	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Faculty may access the KILO map: [010 KILO KPO tables](#)

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
Revision 10	August 2014
Revision 11	May 2015
Revision 12	June 2016
Revision 13	May 2017 (removal of Finance pathway)
Revision 14	April 2018
Revision 15	May 2019
Revision 16	May 2020
Revision 17	May 2021
Revision 18	December 2021
Revision 19	July 2022
Revision 20	June 2023