

KEY PROGRAMME INFORMATION

Originating institution(s) Bournemouth University	Faculty responsible for the programme Bournemouth University Business School
Final award(s), title(s) and credits BA (Hons) Global Business Management – 120 (60 ECTS) Level 4 / 120 (60 ECTS) Level 5 / 120 (60 ECTS) Level 6 credits	
Intermediate award(s), title(s) and credits Dip HE Global Business Management – 120 (60 ECTS) Level 4 / 120 (60 ECTS) Level 5 credits CertHE Global Business Management – 120 (60 ECTS) Level 4 credits	
UCAS Programme Code(s) (where applicable and if known) Part Time - Direct Entry applications Full Time – UCAS applications	HECoS (Higher Education Classification of Subjects) Code and balanced or major/minor load. 100078 (50%) 100080 (50%)
External reference points UK Quality Code for Higher Education. Part A: Setting and Maintaining Academic Standards. The Framework for Higher Education Qualifications of UK Degree-Awarding Bodies (QAA, 2014) UK Quality Code for Higher Education. General Business and Management Subject Benchmark Statement (QAA, 2015)	
Professional, Statutory and Regulatory Body (PSRB) links	
Places of delivery Online, Bournemouth University	
Mode(s) of delivery Full-time and Part-time e-learning	Language of delivery English
Typical duration – Part time and Full time Level 4 Part time - 18 months, Full time 12 months Level 5 Part time - 18 months, Full time 12 months Level 6 Part time - 18 months Full time - 12 months BA (Hons) Part time - 54 months, Full time – 36 months BA (Hons) Top Up (Level 6 only) Part time - 18 months, Full time - 12 months	
Date of first intake September 2017 part-time September 2020 full-time	Expected start dates September and January
Maximum student numbers N/A	Placements Optional Placement for Full-time delivery mode only
Partner(s) Not applicable	Partnership model Not applicable
Date of this Programme Specification May 2023	
Version number Version 1.6-0923, this specification is for Top up students entering level 6 in September 2023	

Approval, review or modification reference numbers

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FM 1718 08, approved 12/03/2018

BU1819 01, approved 18/04/2019, previously v1.1

EC1819 37, approved 25/07/2019

FM1920 18, approved 29/05/2020, previously v1.2

EC2021 01, approved Sep 2020

FM 2021 27, approved 29/07/2021, previously 1.3 – 0917, 0918, 0919 and 0920 cohorts will adopt this 0921 programme spec in 2021-22

EC 2122 79, approved 05/08/2022

EC2223 02, approved 27/03/2023

BUBS2223 14, approved 16/03/2023, previously v1.4

BUBS 2223 12, approved 03/05/2023, previously v1.5

Authors

Stefanos Marangos (2019/20)

Dawn Birch (2016)

Programme Specification – Section 1

PROGRAMME STRUCTURE

Programme Award and Title: BA (Hons) Global Business Management								
Year 1/Level 4								
Students are required to complete all 6 core units								
Unit Name	Core/ Option	No of credits	Assessment Element Weightings			Expected contact hours per unit	Unit version no.	HECoS Subject Code
			Exam 1	Cwk 1	Cwk 2			
Skills for Academic Success	Core	20		Pass/ Fail	Pass/ Fail	40	1.2	100962
Principles of Accounting	Core	20		40%	60%	40	1.2	100105
Developing Global Management Competencies	Core	20		40%	60%	40	1.2	100089
Business Economics	Core	20		40%	60%	40	1.1	100449
Organisational Behaviour: A Global Perspective	Core	20		40%	60%	40	1.1	100088
Marketing Foundations	Core	20		30%	70%	40	1.1	100075
Progression requirements: To proceed to Level 5, students must normally achieve 120 Level 4 credits.								
Exit qualification: Cert HE Global Business Management (requires 120 credits at Level 4).								

Programme Specification – Section 1

Year 2/Level 5 Students are required to complete all 6 core units								
Unit Name	Core/ Option	No of credits	Assessment Element Weightings			Expected contact hours per unit	Unit version no.	HECoS Subject Code
			Exam 1	Cwk 1	Cwk 2			
Business and Financial Analysis	Core	20		40%	60%	40	1.1	100449
Buyer Behaviour in the Global Market	Core	20	40%	60%		40	1.1	100846
Global Business Ethics, CSR and Sustainability	Core	20		40%	60%	40	1.1	100080
Global Production and Operations Management	Core	20		40%	60%	40	1.1	100088
Contemporary Project Development and Control	Core	20		40%	60%	40	1.1	100812
Principles of Human Resource Management	Core	20		30%	70%	40	1.1	100085

Progression requirements: To proceed to Placement (Full-Time Sandwich) or Level 6 (Full-Time or Part-Time), students must normally achieve 120 Level 5 credits. Students who have failed 20 credits, or exceptionally 40 credits, may progress to the next stage where the Assessment Board allows the student to carry the credit into the subsequent level for the next reassessment opportunity.
For the Full-Time programme only: optional placement year in industry/business. Students who opt to complete a placement will undertake a minimum 30 week non-credit bearing placement in Year 3 (Level P, between Level 5 and Level 6).

Exit qualification: Dip HE Global Business Management (requires 120 credits at Level 4 and 120 credits at Level 5)

Programme Specification – Section 1

Year 3/4/Level 6

Students are required to complete 4 core units and choose 2 optional units. Please note that option units require minimum numbers in order to run and may only be available on a semester by semester basis. They may also change from year to year.

Unit Name	Core/ Option	No of credits	Assessment Element Weightings			Expected contact hours per unit	Unit version no.	HECoS Subject Code
			Exam 1	Cwk 1	Cwk 2			
Global Strategy	Core	20		40%	60%	40	2.1	100810
The Global Manager	Core	20		40%	60%	40	1.1	100089
Global Marketing	Core	20		30%	70%	40	1.1	100853
Business Leadership	Core	20		40%	60%	40	1.1	100810
Digital Marketing and Communications	Core	20		30%	70%	40	1.1	100075
Entrepreneurship in the Global Environment	Core	20		40%	60%	40	1.1	100079

Exit qualification: BA (Hons) Global Business Management

Full-time or Part-time UG award: Requires 120 credits at Level 4, 120 credits at Level 5 and 120 credits at Level 6

Full-time Sandwich UG award: Requires 120 credits at Level 4, 120 credits at Level 5, 120 credits and successful completion of a Placement year.

AIMS OF THE DOCUMENT

The aims of this document are to:

- Define the structure of the programme;
- Specify the programme award titles;
- Identify programme and level learning outcomes;
- Articulate the regulations governing the awards defined within the document.

AIMS OF THE PROGRAMME

The primary aims of the BA (Hons) Global Business Management programme are to:

- Offer a high quality and highly flexible degree programme in Global Business Management which facilitates access and progression for a wide range of students from diverse backgrounds across the globe;
- Offer students a degree qualification that is academically robust and vocationally relevant that will allow them to develop both personally and professionally in their future careers within a global context;
- Develop career-ready, globally-aware graduates with management, communication, numerical and information technology skills;
- Develop graduates with the ability to reflect and learn from their experience and relate this experience to theory;
- Develop graduates who have a critical and reflective understanding of business and its relationship within the wider global business environment.

The BA (Hons) Global Business Management degree programme is a flexible programme in Business and Management within a global context. The focus of the programme is the study of organisations, their management, and the changing external environment in which they operate. Global perspectives are drawn out and subject content is studied in a global context including contemporary issues such as ethics, CSR, sustainability, entrepreneurship, innovation and digital communication.

The programme is attractive to students from a diverse range of learning backgrounds, and is designed to appeal to students both in the sense of content and delivery mechanism. The course is also ideally suited to people returning to education as it does not require traditional academic qualifications for entry. Support is provided in the form of a dedicated Academic Skills for Success unit at Level 4 and a shorter three-week pass/fail induction module on academic skills at Levels 5 and 6 for students returning to study after a break. Professional experience is considered and, if relevant to the programme ILOs, is recognised as previous experiential learning.

The programmes within the framework are aligned to the QAA Subject Benchmark Statement for 'General Business and Management'. The purpose of these general Business and Management programmes is three-fold (QAA for HE, 2015, p .6), i.e. focusing on:

- Increasing understanding of organisations, their management, the economy and the business environment;
- Preparation for and development of a career in business and management;
- Enhancement of a wide range of skills and attributes which equip graduates to become effective global citizens.

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

This BA (Hons) Global Business Management programme supersedes the BA (Hons) International Business and Management online programme which was one of the first e-learning programmes in the UK.

ALIGNMENT WITH THE UNIVERSITY'S STRATEGIC PLAN

The BU 2018 Strategic Plan is an innovative and responsive plan that focuses on academic excellence underpinned by service excellence. At the heart of the plan is the powerful fusion of research, education and professional practice, creating a unique academic experience where the sum is greater than the component parts. Fusion is the key differentiator of BU and informs and shapes our academic provision through partnership working with our students, professional bodies and engage with the global environment. BU focuses on combining inspirational teaching based on relevant research and expertise and the latest thinking in the business and management professions, allowing a continuous and fruitful exchange of knowledge that stimulates new ideas, learning and thought leadership. The academics delivering the programme are actively engaged in relevant business research, which is reflected in the content of their units, while some of the team bring extensive industry expertise to the programme.

The proposed programme also reflects the BU strategic focus of Global Engagement. In particular, the programme reflects BU's aim to "Ensure our graduates are culturally aware and internationally mobile" by embedding the globalisation agenda within our student experience. With a continual sharing of ideas, cultures and knowledge our staff, students and alumni will gain a global perspective and participate as global citizens in addressing societal challenges and shaping society.

LEARNING HOURS AND ASSESSMENT

Bournemouth University taught programmes are composed of units of study, which are assigned a credit value indicating the amount of learning undertaken. The minimum credit value of a unit is normally 20 credits, above which credit values normally increase at 20-point intervals. 20 credits is the equivalent of 200 study hours required of the student, including lectures, seminars, assessment and independent study. 20 University credits are equivalent to 10 European Credit Transfer System (ECTS) credits.

The assessment workload for a unit should consider the total time devoted to study, including the assessment workload (i.e. formative and summative assessment) and the taught elements and independent study workload (i.e. lectures, seminars, preparatory work, practical activities, reading, critical reflection).

Assessment per 20 credit unit should normally consist of 3,000 words or equivalent. Dissertations and Level 6 and 7 Final Projects are distinct from other assessment types. The word count for these assignments is 5,000 words per 20 credits, recognising that undertaking an in-depth piece of original research as the capstone to a degree is pedagogically sound.

STAFF DELIVERING THE PROGRAMME

Students will usually be taught by a combination of senior academic staff with others who have relevant expertise including – where appropriate according to the content of the unit – academic staff, qualified professional practitioners, demonstrators/technicians and research students.

INTENDED LEARNING OUTCOMES – AND HOW THE PROGRAMME ENABLES STUDENTS TO ACHIEVE AND DEMONSTRATE THE INTENDED LEARNING OUTCOMES

PROGRAMME AND LEVEL 6 INTENDED PROGRAMME OUTCOMES

<p>A: Knowledge and understanding</p> <p>This level provides opportunities for students to develop and demonstrate knowledge and understanding of:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>A1 the nature and complexity of global business management, globalisation and corporate governance;</p> <p>A2 key theoretical approaches informing global business management;</p> <p>A3 frameworks for analysing strategic global management issues;</p> <p>A4 theory of entrepreneurship, creativity and innovation;</p> <p>A5 contemporary and emerging issues and the limitations of current knowledge and practices in relation to their specialist subject area;</p> <p>A6 personal development needs in the context of personal aspirations;</p> <p>A7 operations and challenges within a global sustainable context.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • Recorded lectures (A1 – A5) • Online discussion forum activities (A1 – A7) • Directed reading (A1 – A7) • Use of the VLE (A6) • Induction activities (A6) <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • Coursework (A1 – A7)
<p>B: Intellectual skills</p> <p>This programme provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the programme outcomes:</p>
<p>B1 rationally analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence;</p> <p>B2 analyse complex environments using appropriate techniques and understand the implications of the opportunities and issues that they present;</p> <p>B3 effectively apply appropriate knowledge, skills and understanding to varied familiar and unfamiliar situations;</p> <p>B4 demonstrate critical thinking and creativity and manage the creative processes in themselves and others;</p> <p>B5 critically reflect upon experience and relate to theory and practice;</p> <p>B6 manage complexity, uncertainty and ambiguity.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • Recorded lectures (B1 – B5) • Online discussions (B1 – B5) • Directed reading (B1 – B6) • Use of the VLE (B2 – B6) <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (B1 – B6)

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<p>C: Practical skills</p> <p>This programme provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the programme learning outcomes:</p>
<p>C1 critical evaluation of theory, practice and the major contexts within which organisations operate;</p> <p>C2 analysis and synthesis of information in a global context to evaluate new ideas/solutions using strategic frameworks in differing business contexts;</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • recorded lectures (C1 – C7)
<p>C3 critical evaluation of the change management issues when organisations implement chosen strategies;</p> <p>C4 use of appropriate skills to communicate effectively in global and domestic business contexts;</p>	<ul style="list-style-type: none"> • directed reading (C1 – C7) • discussion forum activities (C1 - C7)
<p>C5 ability to prepare, present and critically appraise a business plan for a given idea in order to seek funding from external sources;</p> <p>C6 ability to access the specific expertise needed to solve a given strategic priority or policy problem, including identification of the relevant state of the art research;</p> <p>C7 critical analytical and evaluative skills to inform professional practice.</p>	<p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (C1 – C7)
<p>D: Transferable skills</p> <p>This programme provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the programme learning outcomes:</p>
<p>D1 apply numerical and quantitative skills to analyse, interpret and extrapolate;</p> <p>D2 critically evaluate options and make recommendations;</p> <p>D3 critically reflect on experience and manage their own learning and development;</p> <p>D4 apply effective research skills to analyse, interpret and extrapolate data;</p> <p>D5 demonstrate sensitivity to contextual diversity;</p> <p>D6 anticipate and respond flexibly and creatively to change;</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • recorded lectures (D1 – D6) • directed reading (D1- D4) • online discussion forums (D3 - D7) • use of the VLE (D2 – D3, D5, D7)
<p>D7 work and interact, at individual level or collaboratively, in a virtual environment.</p>	<p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (D1 – D7)

LEVEL 5/DipHE INTENDED LEVEL OUTCOMES

<p>A: Knowledge and understanding</p> <p>This level provides opportunities for students to develop and demonstrate knowledge and understanding of:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>A1 key dimensions of organisational behaviour and analysis;</p> <p>A2 managerial practices deployed in human resource management;</p> <p>A3 operations management and its relationship to corporate strategy;</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> recorded lectures (A1- A7)
<p>A4 context, content and linkages of project management;</p> <p>A5 the role of budgeting within an organisation and the range of techniques available;</p> <p>A6 finance in decision making and managing resources;</p> <p>A7 buyer behavior and market research in a global context.</p>	<ul style="list-style-type: none"> online discussion forums (A1 – A7) directed reading (A1 – A7)
<p>B: Intellectual skills</p> <p>This level provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>B1 understand and apply major principles and theoretical frameworks;</p> <p>B2 analyse scenarios and problems and develop appropriate responses by applying concepts and principles to a range of contexts;</p> <p>B3 evaluate the impact of implementing chosen responses appropriate to specific contexts;</p> <p>B4 critically evaluate different approaches to solving business problems in a global context;</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> recorded lectures (B1 – B6) online discussion forums (B1 – B6) directed reading (B1 – B6) use of the VLE (B4, B6)
<p>B5 understand the limitations of knowledge and how this influences analysis and interpretation;</p> <p>B6 critically reflect on own experience and relate to theory and wider context and structures.</p>	<p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> coursework (B1 – B6)
<p>C: Practical skills</p> <p>This level provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>

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<p>C1 application of theoretical frameworks to organisational analysis;</p> <p>C2 analysis of financial statement and comment on performance;</p> <p>C3 application of different techniques of investment appraisal;</p> <p>C4 confidence in the use of a range of techniques for project management;</p> <p>C5 analysis of planning and control techniques employed in service, manufacturing and not-for-profit organisations;</p> <p>C6 compare and contrast operational frameworks and improvement initiatives across a range of domestic and global business sectors.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • recorded lectures (C1 – C6) • directed reading (C1 - C3) <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (C1 - C6)
<p>D: Transferable skills</p> <p>This level provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>D1 manage processes within broad guidelines for defined activities;</p> <p>D2 manage self and others to achieve tasks and projects;</p> <p>D3 apply skills of observation, investigation, analysis and synthesis and reflection;</p> <p>D4 evaluate a range of options and propose appropriate responses to problems;</p> <p>D5 effectively communicate information, arguments, analysis and recommendations in a variety of forms to specialist and non-specialist audiences using appropriate methods and media;</p> <p>D6 reflect on own performance and that of others, personal competence and learning and devise improvement plans;</p> <p>D7 demonstrate to work and interact, at individual level or collaboratively, in a virtual environment.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • online discussion forums (D1- D7) • use of the VLE (D1 – D7) <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (D1 – D7)

LEVEL 4/Cert HE INTENDED LEVEL OUTCOMES

<p>A: Knowledge and understanding</p> <p>This level provides opportunities for students to develop and demonstrate knowledge and understanding of:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>A1 demonstrate knowledge of the underlying concepts and principles associated with accounting and finance, society and work, law, information management, quantitative analysis, the economic context of business, business processes, marketing, global awareness and ethics;</p> <p>A2 understand the inter-relationships between functions, processes and the external environment;</p> <p>A3 understand the theories that support learning and personal development.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • recorded lectures (A1- A3) • directed reading (A1 - A3) <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (A1 – A3)
<p>B: Intellectual skills</p> <p>This level provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>B1 evaluate and interpret the concepts and principles introduced to illuminate aspects of business management practice and theory;</p> <p>B2 present, evaluate and interpret data, develop lines of inquiry and draw justifiable claims in accordance with basic theories and concepts;</p> <p>B3 select, prioritise, synthesise and integrate information in a coherent manner.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • recorded lectures (B1 – B3) • online discussion forums (B1 – B3) • directed reading (B1 – B3) • use of the VLE (B3) <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework essays (B1 – B3)
<p>C: Practical skills</p> <p>This level provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>C1 prepare, interpret and analyse financial data;</p> <p>C2 identify the legal standing and implications of business decisions;</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • recorded lectures (C1 – C4)

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<p>C3 apply concepts to analyse the relationship between society and work;</p>	<ul style="list-style-type: none"> • directed reading (C1 – C4)
<p>C4 use appropriate tools to present, manipulate and communicate business data.</p>	<p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (C1-C4)
<p>D: Transferable skills</p> <p>This level provides opportunities for students to:</p>	<p>The following learning and teaching and assessment strategies and methods enable students to achieve and to demonstrate the level learning outcomes:</p>
<p>D1 evidence competence and confidence in the use of common technologies and applications;</p> <p>D2 communicate effectively and in cross-cultural contexts;</p> <p>D3 reflect on activities and personal development in terms of process and task;</p> <p>D4 operate effectively in a variety of learning contexts;</p> <p>D5 appreciate the organisational, environmental, societal and global contexts in which their careers and lives will unfold.</p>	<p>Learning and teaching strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • recorded lectures (D1 - D5) • online discussion forums (D1- D5) • use of the VLE (D1 – D4) • directed reading (D1- D5) <p>Assessment strategies and methods (referring to numbered Intended Learning Outcomes):</p> <ul style="list-style-type: none"> • coursework (D1 - D5)

ADMISSION REGULATIONS

Please refer to the course website for further information regarding admission regulations for this programme: [BA \(Hons\) Global Business Management - Online | Bournemouth University](#)

PROGRESSION ROUTES

The BA (Hons) Global Business Management programme is an on-line programme that would not be suitable for any Recognition or Articulation arrangements. Any students that would like to join the programme will be considered on an individual basis.

ASSESSMENT REGULATIONS

The regulations for this programme are the University's Standard Undergraduate Assessment Regulations with the following approved exceptions: <https://intranetsp.bournemouth.ac.uk/pandptest/6a-standard-assessment-regulations-undergraduate.pdf>

The following approved exceptions apply to part-time students only:

General principles

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

Progression from Level 4 to Level 5

Students should be allowed to commence Level 5 but should not formally enrol on Level 5 before an Assessment Board has taken place at the end of Level 4.

Students who are required to be reassessed following an Assessment Board at the end of Level 4 should be allowed to commence the subsequent level, but should not formally enrol on Level 5 whilst reassessment is undertaken.

Students who are required to repeat Level 4 units following the Level 4 Board, cannot normally progress to Level 5 before they have repeated and successfully completed the failed units.

Progression from Level 5 to Level 6

Students should be allowed to commence Level 6 but should not formally enrol on Level 6 before an Assessment Board has taken place at the end of Level 5.

Students who are required to be reassessed following an Assessment Board at the end of Level 5 should be allowed to commence the subsequent level, but should not formally enrol on Level 6 whilst reassessment is undertaken.

Students who are required to repeat Level 5 units following the Level 5 Board, cannot normally progress to Level 6 before they have repeated and successfully completed the failed units.

WORK BASED LEARNING (WBL) AND PLACEMENT ELEMENTS

Students who opt to study the Full-time Programme in Sandwich mode can undertake a non-credit bearing Placement in Year 3 (Level P, between Level 5 and Level 6), which must meet the following criteria:

- minimum of 30 weeks;
- full-time;

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- in a position of meaningful responsibility;
- formally approved by BU;
- comprise no more than two separate internships.

Undertaking of an approved placement is recognised in the final degree transcript.

The Placement helps students:

- synthesise and integrate their learning;
- enhance their personal and professional effectiveness;
- further develop their employability skills;
- develop their critical skills, through exposure to the application of tools and techniques in a variety of real scenarios;
- critically reflect upon career choices and direction;
- showcase their talents to a potential Graduate employer;
- shape the nature and subject of their final-year subject specialisation;
- refine their ideas in respect of the Level 6 Project.

The Placements team maintains contact with a large and growing network of organisations that regularly turn to the Business School to recruit placement students. Placements can be anywhere in the world. Placements are carefully screened to ensure that they provide the student with an appropriate, relevant and sufficiently challenging work experience.

In preparation for the Placement, specialist Placements and Careers staff support and advise students on job search, CVs, application procedures, interview techniques and self-presentation.

During their Placement, each student receives ongoing support from a specialist Placement Development Advisor (PDA), who will hold a review meeting with each student whilst they are on Placement. PDAs are crucial members of the Programme Team, as they support and advise students in the development of their Professional Development Portfolio (PDP), as well as in relation to their Level 6 Pathway and Project choices. Students also receive support via other communication channels such as e-mail, telephone and the VLE.

Having completed the Placement, the student is expected to demonstrate:

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

Please refer to [4K – Placements: Policy and Procedure](#) for more details.

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Programme Skills Matrix – Level 6

Units		Level 6 / Programme Intended Learning Outcomes																											
		A 1	A 2	A 3	A 4	A 5	A 6	A 7	B 1	B 2	B 3	B 4	B 5	B 6	C 1	C 2	C 3	C 4	C 5	C 6	C 7	D 1	D 2	D 3	D 4	D 5	D 6	D 7	
L	Global Strategy	*	*	*	*	*		*		*	*		*		*	*		*		*		*	*		*	*		*	*
E	Business Leadership	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
V	Entrepreneurship in the Global Environment	*			*						*	*	*		*	*		*	*			*		*		*		*	
E																													
L																													
6																													
	The Global Manager	*	*		*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Global Marketing	*	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Digital Marketing and Communications		*	*		*		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	

<p>A - Subject Knowledge & Understanding</p> <p>A1 the nature and complexity of global business management, globalisation and corporate governance;</p> <p>A2 key theoretical approaches informing global business management;</p> <p>A3 frameworks for analysing strategic management issues;</p>	<p>C – Practical Skills</p> <p>C1 critical evaluation of theory, practice and the major contexts within which organisations operate;</p> <p>C2 analysis and synthesis of information in an global context to evaluate new ideas/solutions using strategic frameworks in differing business contexts;</p>
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<p>A4 theory of entrepreneurship, creativity and innovation;</p> <p>A5 contemporary and emerging issues and the limitations of current knowledge and practices in relation to their specialist subject area;</p> <p>A6 personal development needs in the context of personal aspirations;</p> <p>A7 operations and challenges within a global sustainable context.</p>	<p>C3 critical evaluation of the change management issues when organisations implement chosen strategies;</p> <p>C4 use of appropriate skills to communicate effectively in global and domestic business contexts;</p> <p>C5 ability to prepare, present and critically appraise a business plan for a given idea in order to seek funding from external sources;</p> <p>C6 ability to access the specific expertise needed to solve a given strategic priority or policy problem, including identification of the relevant state of the art research;</p> <p>C7 critical analytical and evaluative skills to inform professional practice.</p>
<p>B - Intellectual Skills</p> <p>B1 rationally analyse and synthesise information, identifying implicit values, detecting false logic or reasoning and ensuring that conclusions are supported by evidence;</p> <p>B2 analyse complex environments using appropriate techniques and understand the implications of the opportunities and issues that they present;</p> <p>B3 effectively apply appropriate knowledge, skills and understanding to varied familiar and unfamiliar situations;</p> <p>B4 demonstrate critical thinking and creativity and manage the creative processes in themselves and others;</p> <p>B5 critically reflect upon experience and relate to theory and practice;</p> <p>B6 Manage complexity, uncertainty and ambiguity.</p>	<p>D - Transferable Skills</p> <p>D1 apply numerical and quantitative skills to analyse, interpret and extrapolate;</p> <p>D2 critically evaluate options and make recommendations;</p> <p>D3 critically reflect on experience and manage their own learning and development;</p> <p>D4 apply effective research skills to analyse, interpret and extrapolate data;</p> <p>D5 demonstrate sensitivity to contextual diversity;</p> <p>D6 anticipate and respond flexibly and creatively to change;</p> <p>D7 work and interact, at individual level or collaboratively, in a virtual environment.</p>

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Programme Skills Matrix – Level 5

Units		Level 5 Intended Learning Outcomes																										
		A 1	A 2	A 3	A 4	A 5	A 6	A 7	B 1	B 2	B 3	B 4	B 5	B 6	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	D 5	D 6	D 7	
L E V E L 5	Principles of Human Resource Management	*	*						*	*	*	*	*	*	*					*	*	*	*	*	*	*	*	*
	Business and Financial Analysis					*	*		*	*	*	*	*	*		*	*		*		*	*	*	*	*	*	*	*
	Contemporary Project Development and Control				*					*	*	*	*	*				*				*	*	*	*	*	*	*
	Global Production and Operations Management			*	*		*		*	*	*	*	*	*		*			*	*	*	*	*	*	*	*	*	*
	Buyer Behaviour in the Global Market				*	*		*	*	*	*	*	*	*					*	*	*	*	*	*	*	*	*	*
	Global Business Ethics, CSR and Sustainability	*	*			*			*	*	*		*		*	*	*	*				*	*	*	*	*	*	*

<p>A - Subject Knowledge & Understanding</p> <p>A1 key dimensions of organisational behaviour and analysis;</p> <p>A2 managerial practices deployed in human resource management;</p> <p>A3 operations management and its relationship to corporate strategy;</p> <p>A4 context, content and linkages of project management;</p> <p>A5 the role of budgeting within an organisation and the range of techniques available;</p> <p>A6 finance in decision making and managing resources;</p>	<p>C – Practical Skills</p> <p>C1 application of theoretical frameworks to organisational analysis;</p> <p>C2 analysis of financial statement and comment on performance;</p> <p>C3 application of different techniques of investment appraisal;</p> <p>C4 confidence in the use of a range of techniques for project management;</p> <p>C5 analysis of planning and control techniques employed in service, manufacturing and</p>
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<p>A7 buyer behavior and market research in a global context.</p>	<p>not-for-profit organisations;</p> <p>C6 compare and contrast operational frameworks and improvement initiatives across a range of domestic and global business sectors.</p>
<p>B - Intellectual Skills</p> <p>B1 understand and apply major principles and theoretical frameworks;</p> <p>B2 analyse scenarios and problems and develop appropriate responses by applying concepts and principles to a range of contexts;</p> <p>B3 evaluate the impact of implementing chosen responses appropriate to specific contexts;</p> <p>B4 critically evaluate different approaches to solving business problems in a global context;</p> <p>B5 understand the limitations of knowledge and how this influences analysis and interpretation;</p> <p>B6 critically reflect on own experience and relate to theory and wider context and structures.</p>	<p>D - Transferable Skills</p> <p>D1 manage processes within broad guidelines for defined activities;</p> <p>D2 manage self and others to achieve tasks and projects;</p> <p>D3 apply skills of observation, investigation, analysis and synthesis and reflection;</p> <p>D4 evaluate a range of options and propose appropriate responses to problems;</p> <p>D5 effectively communicate information, arguments, analysis and recommendations in a variety of forms to specialist and non-specialist audiences using appropriate methods and media;</p> <p>D6 reflect on own performance and that of others, personal competence and learning and devise improvement plans;</p> <p>D7 demonstrate to work and interact, at individual level or collaboratively, in a virtual environment.</p>

Programme Specification - Section 2

Programme Skills Matrix – Level 4

Units		Level 4 Intended Learning Outcomes														
		A 1	A 2	A 3	B 1	B 2	B 3	C 1	C 2	C 3	C 4	D 1	D 2	D 3	D 4	D 5
L E V E L 4	Skills for Academic Success			*			*				*	*	*	*	*	*
	Principles of Accounting	*			*	*	*	*	*		*	*		*	*	
	Developing Global Management Competencies	*		*	*	*	*		*	*	*	*	*	*	*	*
	Business Economics	*	*		*	*	*		*	*	*	*	*	*	*	*
	Organisational Behaviour: A Global Perspective	*	*	*	*		*		*	*		*	*	*	*	*
	Marketing Foundations	*	*		*		*					*	*			*

<p>A - Subject Knowledge & Understanding</p> <p>A1. Demonstrate knowledge of the underlying concepts and principles associated with accounting and finance, society and work, law, information management, quantitative analysis, the economic context of business, business processes, marketing, global awareness and ethics;</p> <p>A2. Understand the inter-relationships between functions, processes and the external environment;</p> <p>A3. Understand the theories that support learning and personal development.</p>	<p>C – Subject-specific / Practical Skills</p> <p>C1. Prepare, interpret and analyse financial data;</p> <p>C2. Identify the legal standing and implications of business decisions;</p> <p>C3. Apply concepts to analyse the relationship between society and work;</p> <p>C4. Use appropriate tools to present, manipulate and communicate business data.</p>
<p>B - Intellectual Skills</p>	<p>D - Transferable Skills</p>

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<p>B1. Evaluate and interpret the concepts and principles introduced to illuminate aspects of business management practice and theory;</p> <p>B2. Present, evaluate and interpret data, develop lines of inquiry and draw justifiable claims in accordance with basic theories and concepts;</p> <p>B3. Select, prioritise, synthesise and integrate information in a coherent manner.</p>	<p>D1. Evidence competence and confidence in the use of common technologies and applications;</p> <p>D2. Communicate effectively and in cross-cultural contexts;</p> <p>D3. Reflect on activities and personal development in terms of process and task ;</p> <p>D4. Operate effectively in a variety of learning contexts;</p> <p>D5. Appreciate the organisational, environmental, societal and global contexts in which their careers and lives will unfold.</p>
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