

Mission Statement

Regent's College seeks to foster Internationalism and Professionalism through the provision of appropriate, applied, academic programmes which embody a spirit of international understanding and mutual co-operation, allied to high level professional capability and responsibility.

The primary ambition of the College is to provide a uniquely stimulating, multicultural and plurilingual learning environment in which students aspire to become global citizens capable of contributing effectively and responsibly to a 21st century environment.

Introduction To Regent's Business School London

RBS London / Regent's College

RBS London is part of Regent's College, which is a company limited by guarantee registered in England and Wales with charitable status. It is governed by a Board of Trustees. The Trustees are the directors of this company and have ultimate responsibility for RBS London. They delegate the day-to-day management of RBS London to the Chief Executive and the senior management team, including the Dean. The Dean is not a member of the Board of Trustees.

The Trustees work with the Chief Executive and the senior management team at RBS London to ensure the smooth running of your programme whilst you are at RBS London. The College Senate is responsible for academic matters.

BA (Hons) Global Management with Pathways

The BA (Hons) Global Management degree with named pathways demonstrates Regent's College commitment to the development and provision of quality education in global business and management. It seeks to prepare students for successful business leadership through high-quality learning experiences, global educational networks, business links, an international faculty and personal attention.

Introduction To Regent's Business School London

Dear Student,


Welcome to the Undergraduate programme at Regent's Business School London.

Regent's Business School's London (RBS) magnificent location at Regent's College in Regent's Park is one of the most desirable of any educational institution in the United Kingdom. Our students come from over 65 different countries to enjoy the benefits of a private education in a secure and dynamic learning environment.

RBS London opened in 1997 and has experienced substantial growth ever since, building upon the programmes offered, enhancing its standing as a truly multicultural environment and providing continuously up-to-date teaching and learning that help to bring together formal training (through lectures and seminars) and experiential learning (through role-play, applied case studies and project development). This, therefore, combines the academic with real-life business and management opportunities.

The BA (Hons) Global Management degree comprises of 5 specific pathways: Global Business Management (GBM), Global Business and Design Management (GBDM), Global Business and Sustainability Management (GBSM), Global Financial Management (GFM), and Global Marketing Management (GMM). Even though you will choose one of those specific pathways, you will still have the opportunity to expand your subject area knowledge by undertaking free choice modules drawn from across the whole degree, ensuring that you gain the skills and knowledge necessary to maintain an edge over the competition.

This undergraduate degree will equip you with holistic and interdisciplinary knowledge in business and management, as well as provide you with the fundamental creative and analytical skills that are an absolute must in today's highly competitive global business environment. You will have the opportunity to achieve both practical and intellectual competencies, as well as develop in-depth awareness and skills within your chosen pathway. As part of your degree, you will also undertake a Leadership and Team Building Weekend, which our students find extremely interesting, insightful, useful and, most of all, great fun. With the support from the Careers and Business Relations department, you will also be encouraged to undertake work experience during your time as a student on our programme, which will give you the opportunity to refine and develop your skills in a practical context, and thus further enhance your future employability.



During your studies, you will also have an opportunity to expand your horizons and undertake opportunities such as the Gateway Programme, Sustainability awards, the IBM Universities Business Challenge competition, the National Model United Nations challenge, International Week experience, Students in Free Enterprises membership, and many other transdisciplinary and multicultural events that take place around the College.

Your student experience would not be complete without engagement in student life on campus. You might wish to consider becoming a student representative, representing the views of others at the College by joining the Students' Union or the Student Council. You might also wish to join one of the many sports teams at the College including: football, polo, or tennis to name but a few.

Finally, you may count on a highly committed teaching staff, whose enterprising approach to providing innovative and personalized teaching methods to help you succeed in the real world of business and management. We want you to feel assured that whatever your expectations, whatever your choices; we are here to advise you and help you reach your goals. You just need to have the motivation to succeed.

The College Team and I wish you a very successful and enjoyable year in 2010-2011.

Dr. Noemi Sadowska
Programme Director

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This handbook aims to give students basic information about what is required of them, what they can expect and where and how to get help. It explains where and how students can find information they require as a student and summarises key points concerning their progress as a student. The notes in this handbook explain complex issues which are set out in RBS London's or Regent's College's Regulations and are not a substitute for reading the rules and regulations policies of RBS London and Regent's College. The summaries in this handbook do not take precedence over RBS's or Regent's College's Regulations. 'Regulations' means all the Regulations and policies in force at the time relating to Regent's College and RBS London.

This document is prepared ahead of the academic period to which it relates in order that potential applicants can have an overview of the programme for which they are applying. As a result, some changes are inevitable, such as courses being amended or certain fees that students are required to pay being increased. Other rules and regulations, such as assessment regulations, may also be changed as required. RBS London reserves the right to alter without notice the Regulations, programmes, syllabuses and timetables. This document does not guarantee that courses will be available as described. RBS London reserves the right to make such alterations or amendments as necessary. Any offer of a place is made on the basis of current terms and conditions, and it is important that you are aware of these terms before accepting your offer. If you are unclear about any of the terms or conditions, you must ask the Admissions Officer before you confirm your acceptance. By accepting a place at RBS London, you are agreeing to abide by the rules and regulations of RBS London and Regent's College.

RBS London July 2010.

I Factual Information

I. Factual Information

Accredited Institution	Regent's Business School London
Programme Director	Noemi Sadowska
Programme Award	BA (Hons) Programme, with the following discrete, named pathways that have always appeared on the awards certificate. <ul style="list-style-type: none"> • Global Business Management • Global Business and Design Management • Global Business and Sustainability Management • Global Financial Management • Global Marketing Management
Date of (Re) Validation Event	17-18 April 2007
Date of Programme Commencement	September 2007
Approval status	Approved to 2012
Entry points	Two per annum September and February
Programme duration and mode of study	Three years, full-time
Credit value and notional learning time	360 credits, equating to 3,600 hours Notional learning time.
Delivery site	Regent's Business School situated in Regent's College, Central London
Work experience	Optional, with assistance provided by Careers and Business Relations
Main subject or disciplinary components	Global management, with emphasis on specific functions: particularly, general business, finance, marketing, design and sustainability management.
Maximum period of registration	Six years
UCAS code	N120 Global Business Management NN12 Global Business and Design Management NF17 Global Business and Sustainability Management N425 Global Financial Management N510 Global Marketing Management
Accreditation bodies	Regent's College is a partner institution of the Open University. Undergraduate and postgraduate programmes in RBS-L are validated by the Open University. RBS-L is recognised by the British Accreditation Council.

3. General Information

3.1 Validation

RBS London BA (Hons) degrees and the one year Certificate in Higher Education and the two year Diploma of Higher Education are validated by the Open University Validation Services. Regent's Business School London is part of Regent's College and is recognised by the Education Counselling Service (ECS) of the British Council. RBS London is also accredited by the British Accreditation Council.

3.2 BA (Hons) Degrees

Undergraduate degree programmes offered

- BA (Hons) in Global Business Management
- BA (Hons) in Global Business and Design Management
- BA (Hons) in Global Business and Sustainability Management
- BA (Hons) in Global Financial Management
- BA (Hons) in Global Marketing Management

3.3 Admission

Every month, RBS London holds Open Days for those students and their families who are interested in joining one of the above degrees.

Students may apply to join RBS London through the University & Colleges Admission System (UCAS) or by direct entry.

Applications are invited from students who can demonstrate that they have the following qualifications:

- For entry onto our BA (Hons) programmes students must have five GCSE/IGCSE subjects or equivalent with grades A-C, including Maths and English, and two A levels minimum grades C or above or its international equivalent.
- A level of personal maturity consistent with the demands of a competitive programme.
- The motivation and potential to succeed in a management focussed career.

Subject to the year and level of joining, the entry requirements include an IELTS score range of 6.0 – 6.5 or a score of 577 in the paper based TOEFL for applicants where English is not their first language.

3 General Information

Applications are assessed by the Programme Director and the Senior Admissions Officer.

3.4 Accredited Prior Learning (APL)

RBS London Welcomes BA (Hons) students who wish to transfer credits in a relevant discipline from another Higher Education Institution (HEI).

RBS London's acceptance of APL credit is subject to the following conditions:

- Provision of an official transcript from the HEI that contains the students' performance records. (An official translation must be provided if required.)
- Modules to be transferred must be similar in scope, content and level to RBS London modules, and students must provide the School with official copies of course outlines for all modules to be transferred if asked to do so.
- Module content and level equivalents are determined by the Academic Director and/or the Programme Director in accordance with QAA guidelines.
- No modules that count towards the final year of the degree programme may be transferred.
- The transferred credit must have a Pass grade (e.g. a "C" grade), or higher.
- Credits are awarded when the offer is made to a student. Transcripts presented later will not be considered for APL credit.
- APL credits that meet the above conditions are not automatic entitlements. They are awarded at the discretion of the School.

3.5 Registration period for undergraduate degrees

Students entering the programme at Level 1 are expected to complete the programme in three years. No provision exists for early completion.

The maximum period of registration for the BA (Hons) degree programme is six years. This is calculated from the semester in which the student first joined the BA (Hons) degree programme. In special cases, this time may be lengthened.

3.6 Induction Arrangements

Inductions are held for new students in week zero, which is the week before classes begin in both semesters.

A variety of sessions are held for students to acquaint them with the School and the facilities available at Regent's College. These include, among others: Student Handbook induction sessions, library and IT tours, and exercises aimed at engendering team spirit within the cohort.

New students register at the beginning of Induction Week and have access to their timetables prior to the start of the new semester.

3.7 The Academic Year

The undergraduate academic year at RBS London consists of Autumn (September – December) and Spring (February – June) semesters. Each semester consists of 12 weeks of tuition, two weeks of final Examinations in the Autumn semester and three weeks of final Examinations in the Spring semester.

3.8 Timetables

Students are issued with personal timetables that show the times and room numbers of their classes. Timetables are issued during the registration period.

Timetabled periods are one hour, and start on the hour (students may have two or three consecutive periods for the session). A class will be expected to finish 10 minutes before the end of a session to allow for transit between classes.

All enquiries concerning timetables should be made to the Faculty Registry situated in Tuke 008 (ground floor).

3.9 Changes to Timetable / Module Registration

Any change to a student's timetable issued during the registration period requires the approval of the Faculty Registry. This process is only valid until 5pm on the Friday of the first week of classes.

It should be noted that students cannot change elective modules they have previously chosen, or change allocated seminar classes.

3.10 Withdrawal from a Module Registration

A student may withdraw from a module up to the end of the fourth week of the classes (in the case of year long dissertations, fourth week of the second semester). This process requires the approval of the Faculty Registry, and the Programme Director.

5 General Information

3.11 Checking Credits / Degree Audit

Students are responsible for ensuring that they accumulate the correct number of credits required for their programme. In order to assist students in this ongoing process, the Faculty Registry will provide students with an up-to-date transcript of results upon request.

3.12 Module Registration for next semester

During the semester, all students progressing to the next semester will complete a process called 'module registration' which is completed online. Guidance is given by the Faculty Registry nearer the time.

This process allows students to confirm their modules to be studied in the next semester, including the preferred choice of elective modules, where appropriate.

3.13 Break in Studies

Students seeking to take a break in studies should notify the Faculty Registry. This process requires the approval of the Programme Director.

Breaks in study are approved on a semester by semester basis. Normally, students cannot take a break of studies for more than two consecutive semesters.

It should be noted that students are subject to the refund policy (see Fees and Financial Assistance section).

3.14 Re-Entry onto the Programme

Students who are asked to leave any programme at RBS London can not re apply to any school within Regent's College for at least one academic year. Within this time, students are expected to show that they have participated in studies at University level and have consistently passed their courses with grades considered satisfactory by the Programme Director. We will also need to ensure that attendance is above 80%. For further Information, please contact the Admissions Department

3.15 Leadership and Team Building weekend

Students should note that as part of their studies they are required to attend the compulsory Leadership and Team Building Weekend. This weekend is scheduled as part of the Human Resource Management module at level 2 and all students are expected to attend in order to meet and complete their degree requirements.

The Leadership and Team Building weekend is normally scheduled to fall at the end of week

three within each term. Therefore students are advised to consider their plans already prior to the start of their second semester at level 2 in order to ensure they are available to undertake this compulsory assessment.

During the weekend, students take part in a variety of tasks, some of which are physically demanding. Therefore, if students have a physical disability or long-term health condition that may impact on their ability to travel to/participate in the Leadership Weekend, they are strongly advised to make staff aware of this at the earliest possible opportunity, so that appropriate arrangements can be made in advance. Please note, in order for such arrangements to be made, students should already have a Student Support Agreement set up, following consultation with the Disability Officer. The Disability Officer will need to liaise with the Programme Director, in order to ensure that they are able to meet the required learning outcomes of the module.

Assessment Submission Format

It is students' responsibility to inquire with their module lecturer what is the appropriate format of the submission of a module assessment. It is a generally accepted practice on this programme that all written submissions will consist of:

- cover page (including student names, module code and title, assessment title and submission date)
- contents page
- main body (including heading and subheadings to guide the reader)
- bibliography

It is the accepted practice on this programme that all submissions are properly referenced both in text and in the bibliography.

3.16 Submission of Module Assessments

Unless otherwise specified in module documentation, module assessments must be handed in to the Faculty Registry office by the date indicated by the module lecturer.

Should the Registry office be closed (ie. after 5pm), module assessments should be submitted through the letterbox situated near the office entrance door.

All module assessments submitted when the Registry office is closed, via the letterbox, are collected when the first person arrives on the morning of the next working day (this time varies, and is not necessarily 9am when the office officially opens); these assessments are date stamped as submitted on the previous working day.

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A coversheet must be completed and attached to the front of the assessment.

In the event of a late submission of modulework / assessment without justification, the following penalty will be applied:

If the assignment achieves a pass mark or above, it will be capped at 40%.

In the absence of submitting a request for extenuating circumstances, no modulework / assessment will be accepted for marking beyond two weeks after the submission date.

3.17 Scholarships

Merit scholarships may be awarded to students with outstanding scholarship at the point of application. A limited number of working scholarships are also available.

3.18 Study Abroad: The Gateway semester

RBS London offers undergraduate students the option of studying abroad in the Gateway Programme during their fourth semester at the School (Level 2). In order to qualify for this experience, students must have a minimum of 60% average across their grades at the point of application and have their fees paid prior to the semester concerned. The Gateway options are:

Gateway to Asia

University of Technology Sydney (UTS), Australia

Gateway to America

Fundação Getulio Vargas, Brazil

Concordia University, Canada

Laval University, Canada

Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico

Alliant International University, San Diego, California, USA

Pace University, New York, USA

Suffolk University, Boston, Massachusetts, USA

San Francisco State University, USA

Gateway to Europe

Copenhagen Business School: Denmark

ESC Rennes School of Business, France

Plekhanov Russian Academy of Economics, Russia

Universidad Antonio de Nebrija, Madrid, Spain

Upon their return, students will register for their final year of study at the RBS London. Students wishing to take advantage of this learning experience should consult the Programme Director and International Partnerships Office in good time.

Students wishing to go on a Gateway semester need to contact the Programme Director and the International Partnerships Office during their studies at Level 1B.

To understand how degree classifications are determined for students participating in the Gateway programme, see Section 5.

3.17. Student Support Services

Regent's College wishes to ensure that effective support systems are in place for students during their studies. The Head of Student Support, Academic Advisors, Programme Directors, Faculty Registry, the Student Centre, the Disability Officer, Student Representatives, and various support services are available to provide students with support and advice on a variety of issues.

3.19 Programme Directors

Each programme has a designated Programme Director who, together with other colleagues, is available to offer support to students on a wide range of matters. Programme Directors can advise students on academic matters, advise on progression, or direct students to other support systems or pastoral care.

Contact Details:

Dr. Noemi Sadowska

Room: Tuke 229

Telephone: 020 7487 7708

Email: sadowskan@regents.ac.uk

3.19 Student Support

Pastoral Care

If students encounter any difficulties during their studies or have personal problems which are interfering or may interfere with their work or attendance, the Head of Student Support will be able to provide support and advice within a confidential setting. Where necessary, the Head of Student Support will liaise with a student's lecturers and Programme Director to identify any adjustments that may be needed.

9 General Information

General

The Head of Student Support liaises with the Student Council and Student Representatives on a regular basis concerning general queries and/or concerns students may have. The Head of Student Support is a member of the Programme Committee.

Contact details:

Pam Taylor

Head of Student Support

Room: Tuke 201

Telephone: 020 7487 7593

Email: taylorp@regents.ac.uk

Disabilities

The College Disability Officer is available to advise students who have disclosed a disability.

Contact details:

Philippa Goldsmith

Room: Pilcher 01

Telephone: 0207 487 7863

Email goldsmithp@regents.ac.uk

3.20 Academic Advisors

When students join an undergraduate degree programme, they will be allocated an Academic Advisor who will provide them with guidance in matters regarding their academic studies throughout their time.

Students will meet with him/her to discuss how their studies are progressing and to address any difficulties or concerns they may be having.

All discussions which take place with an Academic Advisor will be dealt with in a confidential manner.

3.21 Academic Appeals

Academic appeals are governed by the conditions laid down by both the Faculty and the Open University Validation Services. Students may appeal against any decision of the Board of Examiners on the grounds of procedure, but not academic judgement. Exceptionally, the Appeals Board may require the Board of Examiners to reconsider its decision:

- If a candidate requests such a reconsideration and establishes to the satisfaction of the Appeals Board that his or her performance was adversely affected by illness or other factors which he or she was unable or, for valid reasons, unwilling to divulge before the Board of Examiners reached its decision. The candidate's request must be supported by a completed Academic Appeal Form, available from the Faculty Registry, along with medical certificates or other documentary evidence acceptable to the Appeals Board;
- If the Appeals Board is satisfied as to the evidence produced by a candidate that there has been a material administrative error; or that the assessments were not conducted in accordance with the current regulations for the programme, or that some other material irregularity relevant to the assessments has occurred.

To be considered, any appeal must be submitted within an Academic Appeals Form (available from the Faculty Registry) to the Deputy Faculty Registrar no more than two weeks after the publication of the results from any assessment period. After this time, no further appeals will be considered.

If after reconsideration, in the circumstances detailed in the second criteria above, the Board of Examiners does not modify its decision, the case will be referred to the Senate. The Senate may annul the decision of the Board of Examiners if in its opinion due and proper account has not been taken of the relevant factors as specified in the second criteria above.

Note that the Appeals Board is not empowered to alter a recommendation for an award. Only the Board of Examiners (or the Senate in some cases of the second criteria above) may alter a recommendation.

When internal procedures are exhausted, the 'OUVS Formal Appeals and Complaints Procedures for Students' shall apply, a copy of which is available from the Faculty Registry.

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4. Programme Specifications BA (Hons)

4.1 Institution: Regent's Business School London

4.2 Award Title:

BA (Hons) Programme, with named pathways to appear on the award certificate

- **Global Business Management**
- **Global Business and Design Management**
- **Global Business and Sustainability Management**
- **Global Financial Management**
- **Global Marketing Management**

This document describes the BA (Hons) programme of Regent's Business School London using the protocols required by the UK National Qualifications Framework as defined in the publication QAA Guidelines for preparing programme specifications. The new BA (Hons) programme is a 360 credit programme, based upon one credit equalling 10 hours notional learning time. Students successfully completing the programme will have completed 360 credits.

4.3 Programme Type

One modular programme with five degree pathways.

There are five undergraduate degree titles, and details about them are set out below. The Programme contains 22 General Core Modules. In addition, each degree pathway requires a combination of 2 Pathway Core Modules and 4 Pathway Elective Modules. During the third year of the programmes, students also have the opportunity to take 2 Free Choice Elective modules, selected either from one of the five degree pathways or from the specific subject areas of law, information systems, management or strategy.

The first three semesters are common to all degree pathways. Students may choose any one of the five degree pathways offered up to the end of the third semester. In their final year, in preparation for entering the work force, they complete their dissertation and Pathway Core Module deemed to be capstones for programme completion.

• BA (Hons) in Global Business Management

Selecting the Global Business Management pathway equips students with a wide range of up to date skills and knowledge, which supply the employer's need for a proactive approach to contemporary business management. The pathway also explores from a business perspective the nature of creative management, its need to develop competitive advantage in today's business

world as well as its implications for a business organisation. In striving to equip students with transferable skills, the pathway curriculum explores all that is needed to set up new ventures, where students can test out their ability to not only imagine future possibilities, but also consider their feasibility and implementation. A subject related to global business management is required for the dissertation.

• **BA (Hons) in Global Business and Design Management**

The degree pathway provides a design studio culture ensuring the furthering of interactive and creative problem solving and the development of a skills tool-kit that meets the needs of design managers working within organisations worldwide. Upon completion of the degree students will have the confidence to make decisions and take calculated risks required to foster an innovation process in a business environment. Students will demonstrate the ability to implement design thinking as a strategic tool in order to address and respond to the needs for future business growth, and to contribute to wealth of creativity and innovation. A subject related to Design Management in the context of Global Business is required for the dissertation.

• **BA (Hons) in Global Business and Sustainability Management**

Students who follow this pathway will gain indepth knowledge and understanding of the core information and conceptual underpinnings in sustainability within the broader global context of business management. Students will examine and explore the relationship between economy, ethics and the environment, with a main focus on its impact on global business practice. Students will actively explore their own potential to address and tackle the problems of today's society, to bring about positive change, in order to tackle the issues of global citizenship. A subject related to Sustainability Management in the context of Global Business is required for the dissertation.

• **BA (Hons) in Global Financial Management**

The objective of the Global Financial Management pathway is to provide an exciting and balanced framework of modules to enable students to acquire the requisite knowledge and skills to critically appraise current finance and accounting practice from a sound theoretical base. A subject related to Global Financial Management is required for the dissertation.

• **BA (Hons) in Global Marketing Management**

The Global Marketing Management pathway focuses on every aspect of marketing, from the research phase to the product, from identifying customers to creating a promotional campaign, from sales forecasts to marketing strategy. We examine marketing from a global perspective - combining theory with practice while keeping a strong customer orientation. At the same time, the pathway not only teaches contemporary issues but also develops the knowledge and skills base to have foresight into the further development of the subject. It focuses on addressing issues not only as they happen, but also provides transferable skills for students to plan for the

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keting future within a global business world. A subject related to Global Marketing Management is required for the dissertation.

4.4 Engagement with QAA Subject Benchmark statements

- The Subject benchmark statements for General Business and Management provided by the QAA have served as standards for monitoring the quality of RBS London's academic provision. [http://www.qaa.ac.uk/academic_infrastructure/benchmark/honours/business.asp]. Each pathway is also reviewed against subject specific benchmarks.
- In addition, the School's engagement with the UK academic infrastructure is substantial. Curriculum developments and quality standards relating to the BA(Hons) degree programme are measured and shaped to a considerable extent by reference to external standards: in particular, QAA publications, including The Framework for Higher Education Qualifications (FHEQ), the Subject Benchmark Statements (Business and Management) and the Code of Practice. The South-East England Consortium for Credit Accumulation and Transfer (SEEC) and the Level Descriptors issued by Anglia Ruskin University also serve as valid reference points for assessing and assuring the quality of academic standards.

4.5 Programme Aims & Objectives

- To offer an education focused upon management at global levels that provides a stimulating and satisfying learning experience for students, appropriate to their levels;
- To provide opportunities for students to choose specialist degree pathways that accommodate differing career ambitions;
- To provide a curriculum that is up-to-date, responsive to prospective employees' needs and employers' requirements, which is supported by scholarship and staff development;
- To provide students with the essential, transferable skills requisite for developing successful careers in management and business in the 21st century;
- To equip students with the managerial, intercultural, personal and business skills requisite to lead and manage people in different cultural contexts;
- To expand the multinational awareness of students and help them to develop a better understanding of different societies and cultures;

- To provide students with the opportunity to study abroad using the “Gateway” semester to expand their awareness of different practices in management and business in selected regions of the world;
- To offer opportunities for stimulating creative approaches to problem solving.

4.6 Distinctive Features

- Personalised education, where the individual really counts. The School prides itself on the personal dimension of the programme delivery where the students have direct and easy access to all the staff involved;
- Quality teaching provision. RBS London employs well-qualified lecturers with commensurate academic, practical and research skills, who are able to provide students with quality learning experiences;
- Preparation for future employment. Students can specialise in one of five degree pathways. In addition, considerable attention is paid to developing essential, transferable business skills, including personal development for career progression and life-long learning. A dedicated Careers, and Business Relations Manager also helps students to acquire work experience and produces the Graduate Profiles Book which ensures that student Curriculum Vitae are circulated to major businesses in the U.K. and around the world. Dissertations provide students with valuable experience in undertaking and writing up academically sound business projects;
- Exposure to diversity around the globe. The school provides opportunities for forming networks of business contacts around the world;
- A 'beautiful' campus in a world class business centre. Students have access to a unique parkland campus in Central London;
- Opportunities to engage in special programmes. The option is available to study abroad for one semester in the Gateway programme.

4.7 Programme Learning Outcomes

RBS London defines learning outcomes as concepts, skills or applications that students would be expected to know, to understand, or be able to demonstrate upon graduation if they make full use of the learning opportunities provided by the School.

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The five main categories of Programme Learning Outcomes in the RBS London are:

- A. Knowledge and Understanding;
- B. Cognitive and Intellectual Skills
- C. Cross-Cultural Skills
- D. Transferable and Practical Skills
- E. Personal and Social Development

Programme Learning Outcomes relevant to each of the five categories are set out below.

A. Knowledge and Understanding. Upon successful completion of this BA (Hons) Programme, students will be able to demonstrate:

- A.1. Detailed knowledge and understanding of the main areas of global management studies: in particular; business, finance, marketing, sustainability and design management;
- A.2. In-depth knowledge and understanding of the core information and conceptual underpinnings in their chosen area of specialisation;
- A.3. Knowledge and understanding of the factors affecting strategic decision-making in organisations;
- A.4. Knowledge and understanding of emerging technology and its implications for management decisions and the conduct of business;
- A.5. Knowledge and understanding of the tensions between strategy and operations inherent in business organisations;
- A.6. Knowledge and understanding of a wide range of managerial and leadership techniques suitable for business professionals.

B. Cognitive and Intellectual Skills. Upon successful completion of this BA (Hons) programme, students will be able to:

- B.1. Evaluate critically a range of management and business models and perspectives;
- B.2. Analyse new and/or abstract data relevant to management and business in global and local contexts, with minimum guidance, using a range of appropriate techniques;

B.3. Synthesise and direct abstract data and concepts towards a given managerial, organisational and business purpose with minimum guidance;

B.4. Identify and define complex managerial and organisational problems and apply appropriate knowledge, critical thinking and strategies to reach solutions;

B.5. Evaluate critically the impact of managerial decisions upon a business;

B.6. Revisit key objectives of a business and use the knowledge at hand to evaluate critically the on-going effectiveness of current managerial strategies, recommending change as required.

C. Cross-cultural Skills. Upon successful completion of this BA (Hons) programme, students will know how to:

C.1. Demonstrate a critical awareness of cross cultural and global dimensions in managerial, organisational and business issues;

C.2. Adapt to different cultures, study situations and practical working environments;

C.3. Work effectively in multicultural environments;

C.4. Take the individual needs of other employees in cross-cultural situations into account.

D. Transferable and Practical Skills. After finishing this degree programme, students will have the capabilities to use a wide range of skills and combine them effectively in managerial situations. In particular, they will be able to:

D.1. Analyse, synthesise and evaluate the impact of business decisions;

D.2. Formulate strategies and determine their appropriateness for the short, the medium and the longer term;

D.3. Apply problem-solving techniques to determine effective solutions;

D.4. Plan, construct, carry out research and complete major projects and reports on business subjects, with minimum guidance;

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D.5. Work effectively in a team as player or leader;

D.6. Communicate effectively in written and spoken English;

D.7. Demonstrate numeracy and familiarity with common accounting methods and practices;

D.8. Give effective presentations;

D.9. Demonstrate competency in IT skills: in particular, expertise in Microsoft Office, Quark Express, photoshop and Multi-media presentation techniques;

D.10 Negotiate effectively in a wide range of environments.

E. Personal and Social Development. Upon successful completion of the programme, students will know how to:

E.1. Take responsibility for their own work and critically evaluate it;

E.2. Manage themselves and others effectively in conflicting and/or complicated situations;

E.3. Give and receive critical feedback positively and courteously;

E.4. Exercise responsibility for planning and managing their own programmes for professional development and life long learning;

E.5. Evaluate and review critically their own strengths and weaknesses, with the aim of using existing combinations to best advantage and making positive changes for the future.

(See Appendix One of the Programme Handbook, for the Curriculum map linking module to programme learning outcomes.)

4.8 Teaching and Learning Provision

4.8.1 Learning Methods

A range of methods is used on the programme including: lectures, seminars, role plays, case studies, external guest speakers, e-learning, seen and unseen examinations, presentations, written assignments, portfolio building, group work, simulations, peer assessments and workshops.

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4.8.2 Learning Resources and Student Support

The programme is supported by a range of learning resources and student services that are designed to assist students throughout their period of undergraduate study. This includes access to Academic Advisors and a student support officer and the provision of library and IT systems, aimed at enhancing the students' learning experiences.

4.8.3 Assessment Strategy

Assessment strategy is set to reflect learning outcomes of the programme set out above and the subject requirements of the module content. (See Section 5.) A variety of ways for measuring student performance are used at the RBS London. Most common methods include timed tests, written projects, presentations, and team-working assessments and final examinations.

4.9 Programme Management

The Programme Director is responsible for overseeing the academic provision and delivery of the BA (Hons) Programem. In this task, the Programme Director is supported by the Pathway Leaders.

4.10 Programme Structure

4.10.1 Academic Year

The academic year at RBS London consists of Autumn (September – December) and Spring (February – June) semesters. Each semester consists of 12 weeks of tuition and either two or three weeks of final Examinations.

Breaks between semesters allow students to take holidays and work placements. In addition, there is a two week Easter break during the Spring semester.

4.10.2 Student Progression

A student's Level is determined by the successful completion of credits - modules at progressive levels on the various degree pathways.

Level 1 - First semester and Second semester

Level 2 - Third semester and Fourth semester
(Gateway semester opportunity in Fourth semester)

Level 3 - Fifth semester (Dissertation module begins) and Sixth semester (Dissertation module concludes).

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4.10.3 Programme Structure

Vocabulary essential to understanding the programme structure	
General Core Module	Modules that every student registered on the Undergraduate Degree Programme must take.
Pathway Core Module	Modules unique to Pathways that every student registered on the pathway must take.
Pathway Elective	Modules offered in each pathway that students elect to take. Students within the pathways must take a specified number of these modules to demonstrate knowledge of their chosen pathway subject.
Free Choice Electives	Any module taken by a student whilst studying at Level 300 to complete the degree programme, providing it is not a general core module fits into this category.
GBM	Global Business Management pathway
GBDM	Global Business and Design Management pathway
GBSM	Global Business and Sustainability Management pathway
GFM	Global Financial Management pathway
GMM	Global Marketing Management pathway

4.10.4 Description of Programme Structure

All students exiting from the programme with a BA (Hons) degree take 22 General Core modules, spanning across the three levels; two Pathway Core Modules at Level 2 and 3; four Pathway Elective Modules at Levels 2 and 3, and two Free Choice Elective Modules at Level 3.

Level 1

All students take 12 General Core Modules.

The four 'skills' modules are Business Communication, Research Skills, Information and Communication Technology Skills and Quantitative Business Analysis. These modules provide students with the key skills deemed requisite to learn effectively in RBS and facilitate success as managers in the business world. The modules are spread over two semesters and are delivered in 6 week bursts. Once one module is completed and the next is to begin, the change is reflected on the online timetable and it is the students' responsibility to ensure they are aware if the change.

In addition to the two skills modules undertaken in the first semester, students register for three knowledge-based modules. These are:

- Introduction to Management acts as an introductory module dedicated to aspects of global management. It serves as an inspirational 'taster' or 'ideas' class for provisions to come in future semesters and will include a high degree of practical work.
- Principles of Business Law allows students to understand in greater depth the legal dimension of management. Although the module does not integrate into a particular pathway, the Programme Team anticipates that the introduction of law modules at levels 2 and 3 will build a sense of continuity and give students the opportunity to develop an interest in this important subject.
- Economics for Business introduces students to the core issues of economics and provides them with the solid understanding and skills required to grasp specialised modules in global management that are offered in higher levels.

GBM, GBDM, GMM, GFM and GBSM General Core Modules introduce students to the themes of each particular pathway and serve as the 'first experience' of that pathway. There is an advantage in delivering these modules as part of the second semester to allow students a progressive view of the five pathways. In level 2 (set out below), they are able to benefit from taking another four modules drawn from the respective pathways. In this way, students gain an inclusive experience of the areas each pathway would cover:

- Foundations of Global Political Economy is a General Core Module for GBSM, its role, to increase students understanding of the external environmental factors that impact directly upon business and management around the world. This knowledge will be purposefully grounded in the context of sustainability in order to establish the importance of the relationship between economy, ethics and environment and its value and impact on business.

Level 2

All students take 7 General Core Modules, 1 Pathway Core Module and 2 Pathway Electives.

Each of the five General Core Modules taken in the third semester provides students with additional insights about the content and focus of each degree pathway in order to help students in their final commitment to a pathway.

Students are expected to commit themselves to a particular pathway at the point of progression from the third to fourth semester:

21 Programme Specifications BA (Hons)

In the fourth semester students continue with two General Core modules. In this case the modules do not belong to any of the pathways but rather support management based learning.

- Business Planning, a General Core Module, focuses upon the business planning process. Assessment centres upon the identification of a potential market proposition and the resources needed to satisfy it. The module prepares students for third year modules, particularly Corporate Strategy, and further builds upon the research skills acquired in level one, in preparation for the Dissertation.

- Human Resource Management module traces the emergence of HRM as a development from Personnel Management. The emphasis is on the practical uses of HRM in the workplace and the use of HRM in a strategic capacity at managerial levels. The module fosters students' ability to build and expand their knowledge and awareness of the importance of taking 'the human factor' firmly into account in and decision-making. In addition, part of the module's assessment rests in the Leadership Weekend, which takes place once every semester and forms a compulsory component of the module. If a student has a physical disability or long-term health condition that they feel may impact on their ability to travel to/participate in the weekend, they are strongly advised to make staff aware of this at the earliest possible opportunity.

Students also undertake one Pathway Core Module and two Pathway Elective Modules. In respect of the latter, students choose from the selection available to them within their own pathway, following their own wider interest. Such an approach encourages ownership and commitment to the learning experiences, and, as a direct consequence, fuels students' interests and support greater engagement and participation.

In the current College structure offering new ways of managing staffing resources, every semester all elective modules are open to student selection at level 2 and 3. During preceding semester students are given an opportunity online and at the Pre-Registration Workshop to indicate their preferences. As part of the process, they are clearly informed that modules will only run if there is enough interest generated and student numbers reach the set minimum. They are also informed that in case a module is cancelled, they will be accommodated with an alternative elective module as not to compromise their progression. Once the pre-registration process comes to a close and all students have chosen their electives based on their pathway, the elective modules are reviewed for students' numbers. At this point the Programme Director in liaison with the Heads of Department makes a decision which modules have attracted enough interest to make them viable. The minimum number of students on the elective modules is currently set at 6-8 students. Modules that do not attract the minimum number of students are not offered.

** Not all electives will be available in each year. Some electives have pre-requisites which may limit choice.*

Level 3

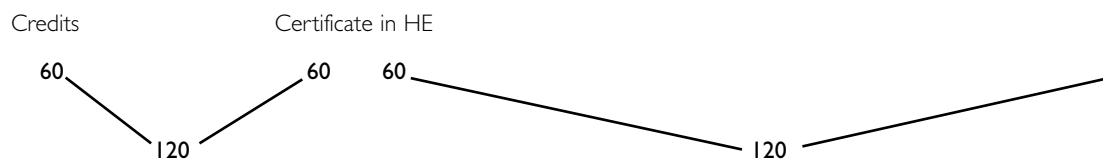
All students at Level 3 must take 3 General Core Modules, 1 Pathway Core Module, 2 Pathway Elective Modules and 2 Free Choice Elective Modules.

- The three General Core Modules are the Dissertation, worth two modules and Corporate Strategy.
- The single Pathway Core Module acts as the culminating point for students in their pathway.
- The two Pathway Elective Modules allow for further specialism within their designated area of interest.
- The two Free Choice Electives can either be selected from the pathway students have chosen or can be any other module at Level 3 except for the General Core Module.
- Both the pathway Elective Modules and Free Choice Elective Modules at Level 3 are governed by the same rules of their availability and selection as described above for Level 2 Pathway Electives.

At the point of exit, graduates of the BA (Hons) programme will be able to demonstrate a broad knowledge of general managerial and business functions, as well as specialist knowledge acquired in their degree pathway. In addition, s/he will know how to deploy a wide range of transferable skills effectively in the context of working environments situated around the globe.

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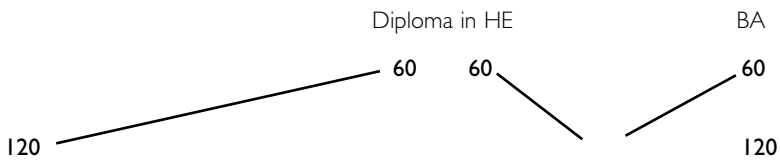
LEVEL 1		LEVEL 2	
SEM 1	SEM 2	SEM 3	SEM 4
(SKL4100) Business Communication [6] (SKL4200) ICT Skills [6]	(SKL4400) Research Skills [6] (SKL4300) Quantitative Business Analysis [6]	(MGT5100) Issues in Contemporary Management [12]	(STG5500) Business Planning [12]
(ECO4300) Economics for Business [12]	(BUS4100) Introduction to Global Business [12]	(MKT5300) Marketing Communications [12]	(HRM5300) Human Resource Management [12]
(MGT4500) Introduction to Management [12]	(MKT4700) Principles of Marketing [12]	(STM5100) Sustainability in Business [12]	Pathway Core Module [12]
(LAW4250) Principles of Business Law [12]	(ACC4800) Financial Accounting [12]	(ACC5200) Management Accounting [12]	Pathway Elective [12]
(GST4400) Foundations of Global Political Economy [12]	(DSM4600) Introduction to Creative Thinking in Business [12]	(DSM5200) Managing Design for Business [12]	Pathway Elective [12]



Programme Specifications BA (Hons) 24

LEVEL 3		
SEM 4	SEM 5	SEM 6
	(DIS6300) Business Dissertation [30]	(DIS6900)
	(STG6100) Corporate Strategy [15]	Pathway Core Module [15]
	Pathway Elective [15]	Pathway Elective [15]
	Free Choice Elective [15]	Free Choice Elective [15]

Note: The numbers in [] denote credits per module.



* Not all electives will be available in each year. Some electives have pre-requisites which may limit choice.

25 Programme Specifications BA (Hons)

Global Business Management Pathway

Broad Knowledge

Level 1 (Level 4)

First Semester

SKL4100 Business Communication

(6 credits)

SKL4200 ICT Skills *(6 credits)*

ECO4300 Economics for Business

(12 credits)

MGT4500 Introduction to Management

(12 credits)

LAW4250 Principles of Business Law

(12 credits)

GST4400 Foundations of Global Political Economy *(12 credits)*

Second Semester

SKL4400 Research Skills *(6 credits)*

SKL4300 Quantitative Business Analysis

(6 credits)

BUS4100 Introduction to Global Business

(12 credits)

MKT4700 Principles of Marketing

(12 credits)

ACC4800 Financial Accounting I *(12 credits)*

DSM4600 Introduction to Creative Thinking

in Business *(12 credits)*

All skills modules are delivered over a 6 week period. It is imperative that students check their online timetable and make note of the change after the first 6 weeks.

Analysis

Level 2 (Level 5)

Third Semester

MGT5100 Issues in Contemporary Management

(12 credits)

MKT5300 Marketing Communications *(12 credits)*

ACC5200 Management Accounting *(12 credits)*

DSM5200 Managing Design for Business *(12 credits)*

STM5100 Sustainability in Business *(12 credits)*

Fourth Semester

STG5500 Business Planning *(12 credits)*

HRM5300 Human Resource Management *(12 credits)*

BUS5900 Issues in Global Business *(12 credits)*

2 pathway electives (24 credits) from:

- MGT5400 Managing New Ventures
- GST5560 Contemporary Regional Developments: Europe
- GST5550 Issues in Global Political Economy
- LAW5570 E-Business Law
- IRM5500 Managing Information and Systems
- STM5900 Corporate Social Responsibility

Please note that this structure applies to students commencing their studies from September 2009 only

Critical Review

.....▶ Level 3 (Level 6)

Fifth Semester

DIS6300 Dissertation: Proposal & Lit Review

(15 credits)

STG6100 Corporate Strategy *(15 credits)*

Sixth Semester

DIS6900 Dissertation: Design & Submission

(15 credits)

MGT6800 Managing Global Trade Operations

(15 credits)

in each (level 3 semester)

1 pathway elective *(15 credits)* from:

- BUS6360 Entrepreneurship in the Global Environment
- HRM6320 Global Human Resource Management
- MGT6310 Global Resource Management
- MGT6340 Management Issues for the Family Run Business
- MGT6350 Organisational Behaviour in a Global Context
- STG6330 E-Business Strategies
- STM6730 Sustainability in the Global Trade Supply Chain

2 free choice electives (30 credits) from the list in Appendix Two.

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice

27 Programme Specifications BA (Hons)

Global Business and Design Management Pathway

Broad Knowledge

Level 1 (Level 4)

SKL4100 Business Communication

(6 credits)

SKL4200 ICT Skills (6 credits)

ECO4300 Economics for Business

(12 credits)

MGT4500 Introduction to Management

(12 credits)

LAW4250 Principles of Business Law

(12 credits)

GST4400 Foundations of Global Political Economy (12 credits)

Second Semester

SKL4400 Research Skills (6 credits)

SKL4300 Quantitative Business Analysis

(6 credits)

BUS4100 Introduction to Global Business

(12 credits)

MKT4700 Principles of Marketing

(12 credits)

ACC4800 Financial Accounting I (12 credits)

DSM4600 Introduction to Creative Thinking in Business (12 credits)

All skills modules are delivered over a 6 week period. It is imperative that students check their online timetable and make note of the change after the first 6 weeks.

Analysis

Level 2 (Level 5)

Third Semester

MGT5100 Issues in Contemporary Management

(12 credits)

MKT5300 Marketing Communications (12 credits)

ACC5200 Management Accounting (12 credits)

DSM5200 Managing Design for Business (12 credits)

STM5100 Sustainability in Business (12 credits)

Fourth Semester

STG5500 Business Planning (12 credits)

HRM5300 Human Resource Management

(12 credits)

DSM5900 Principles of Design Management

(12 credits)

2 pathway electives (24 credits) from:

- DSM5670 Corporate Brand Management
- DSM5660 Project Management in Creative Industries
- LAW5650 Intellectual Property Law
- MKT5760 Copywriting for Marketers
- IRM5500 Managing Information and Systems

Please note that this structure applies to students commencing their studies from September 2009 only

Critical Review

Level 3 (Level 6)

Fifth Semester

DIS6300 Dissertation: Proposal & Lit Review
(15 credits)

STG6100 Corporate Strategy (15 credits)

Sixth Semester

DIS6900 Dissertation: Design & Submission
(15 credits)

DSM6800 Design Management in Practice (15 credits)

in each (Level 3 semester)

1 pathway elective (15 credits) from:

- DSM6410 Managing Design & Sustainability
Innovation

- DSM6420 Managing the Design Process

- DSM6430 Managing New Products & Services
through Design

- DSM6440 Managing Strategic Design

- DSM6460 Managing Change: Design Management
Perspective

**2 free choice electives (30 credits) from the list in
Appendix Two.**

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice

29 Programme Specifications BA (Hons)

Global Business and Sustainability Management Pathway

Broad Knowledge

Level 1 (Level 4)

First Semester

SKL4100 Business Communication

(6 credits)

SKL4200 ICT Skills *(6 credits)*

ECO4300 Economics for Business

(12 credits)

MGT4500 Introduction to Management

(12 credits)

LAW4250 Principles of Business Law

(12 credits)

GST4400 Foundations of Global Political

Economy *(12 credits)*

Second Semester

SKL4400 Research Skills *(6 credits)*

SKL4300 Quantitative Business Analysis

(6 credits)

BUS4100 Introduction to Global Business

(12 credits)

MKT4700 Principles of Marketing

(12 credits)

ACC4800 Financial Accounting I *(12 credits)*

DSM4600 Introduction to Creative Thinking

in Business *(12 credits)*

All skills modules are delivered over a 6 week period. It is imperative that students check their online timetable and make note of the change after the first 6 weeks.

Analysis

Level 2 (Level 5)

Third Semester

MGT5100 Issues in Contemporary Management

(12 credits)

MKT5300 Marketing Communications *(12 credits)*

ACC5200 Management Accounting *(12 credits)*

DSM5200 Managing Design for Business *(12 credits)*

STM5100 Sustainability in Business *(12 credits)*

Fourth Semester

STG5500 Business Planning *(12 credits)*

HRM5300 Human Resource Management

(12 credits)

STM5100 Corporate Social Responsibility *(12 credits)*

2 pathway electives (24 credits) from:

- STM5410 Ecological Challenges and Environmental Management
- FIN5850 Finance and Accounting for Sustainability
- MKT5750 Social Marketing
- IRM5500 Managing Information and Systems

Please note that this structure applies to students commencing their studies from September 2009 only

Critical Review

Level 3 (Level 6)

Fifth Semester

DIS6300 Dissertation: Proposal & Lit Review

(15 credits)

STG6100 Corporate Strategy (15 credits)

Sixth Semester

DIS6900 Dissertation: Design & Submission

(15 credits)

STM6800 Strategy, Innovation & Sustainable Global Enterprise (15 credits)

in each (Level 3 semester)

1 pathway elective (15 credits) from:

- STM6710 Knowledge Management and Sustainability
- STM6730 Sustainability in the Global Trade Supply Chain
- Managing Design and Sustainability Innovation
- BUS6360 Entrepreneurship in the Global Environment
- Global Financial Ethics

2 free choice electives (30 credits) from the list in Appendix Two.

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice

31 Programme Specifications BA (Hons)

Global Financial Management Pathway

Broad Knowledge

Level 1 (Level 4)

First Semester

SKL4100 Business Communication

(6 credits)

SKL4200 ICT Skills (6 credits)

ECO4300 Economics for Business

(12 credits)

BUS4100 Introduction to Global Business

(12 credits)

LAW4250 Principles of Business Law

(12 credits)

GST4400 Foundations of Global Political Economy (12 credits)

Second Semester

SKL4400 Research Skills (6 credits)

SKL4300 Quantitative Business Analysis

(6 credits)

MGT4500 Introduction to Management

(12 credits)

MKT4700 Principles of Marketing

(12 credits)

ACC4800 Financial Accounting I (12 credits)

DSM4600 Introduction to Creative Thinking in Business (12 credits)

All skills modules are delivered over a 6 week period. It is imperative that students check their online timetable and make note of the change after the first 6 weeks.

Analysis

Level 2 (Level 5)

Third Semester

MGT5100 Issues in Contemporary Management

(12 credits)

MKT5300 Marketing Communications (12 credits)

ACC5200 Management Accounting (12 credits)

DSM5200 Managing Design for Business (12 credits)

STM5100 Sustainability in Business (12 credits)

Fourth Semester

STG5500 Business Planning (12 credits)

HRM5300 Human Resource Management

(12 credits)

FIN5900 Principles of Financial Management

(12 credits)

2 pathway electives (24 credits) from:

- ACC5820 Financial Accounting II
- FIN5840 Assurance and Audit in the Global Environment
- FIN5860 Company Analysis and Valuation
- FIN5880 Corporation Tax Issues in the Global Environment
- FIN5850 Finance and Accounting for Sustainability
- IRM5500 Managing Information Systems

Please note that this structure applies to students commencing their studies from September 2009 only

Critical Review

Level 3 (Level 6)

Fifth Semester

DIS6300 Dissertation: Proposal & Lit Review

(15 credits)

STG6100 Corporate Strategy *(15 credits)*

Sixth Semester

DIS6900 Dissertation: Design & Submission

(15 credits)

FIN6800 Multinational Financial Management

(15 credits)

in each (3A and 3B)

1 pathway elective *(15 credits)* from:

- FIN6630 Global Accounting Standards and their Development
- FIN6640 Issues in Corporate Finance
- Global Financial Ethics
- FIN6650 Financial Portfolio Management
- FIN6660 Managing Real Estate Investment

2 free choice electives (30 credits) from the list in Appendix Two.

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice

33 Programme Specifications BA (Hons)

Global Marketing Management Pathway

Broad Knowledge

Level 1 (Level 4)

First Semester

SKL4100 Business Communication

(6 credits)

SKL4200 ICT Skills (6 credits)

ECO4300 Economics for Business

(12 credits)

MGT4500 Introduction to Management

(12 credits)

LAW4250 Principles of Business Law

(12 credits)

GST4400 Foundations of Global Political

Economy (12 credits)

Second Semester

SKL4400 Research Skills (6 credits)

SKL4300 Quantitative Business Analysis

(6 credits)

BUS4100 Introduction to Global Business

(12 credits)

MKT4700 Principles of Marketing

(12 credits)

ACC4800 Financial Accounting I (12 credits)

DSM4600 Introduction to Creative Thinking

in Business (12 credits)

All skills modules are delivered over a 6 week period. It is imperative that students check their online timetable and make note of the change after the first 6 weeks.

Analysis

Level 2 (Level 5)

Third Semester

MGT5100 Issues in Contemporary Management

(12 credits)

MKT5300 Marketing Communications (12 credits)

ACC5200 Management Accounting (12 credits)

DSM5200 Managing Design for Business (12 credits)

STM5100 Sustainability in Business (12 credits)

Fourth Semester

STG5500 Business Planning (12 credits)

HRM5300 Human Resource Management

(12 credits)

MKT5900 Customer Relationship Management

(12 credits)

2 pathway electives (24 credits) from:

- DSM5670 Corporate Brand Management
- MKT5740 Marketing Research & Forecasting
- MKT5750 Social Marketing
- MKT5760 Copywriting for Marketers
- MKT5780 Public Relations
- IRM5500 Managing Information and Systems

Please note that this structure applies to students commencing their studies from September 2009 only

Critical Review

Level 3 (Level 6)

Fifth Semester

DIS6300 Dissertation: Proposal & Lit Review

(15 credits)

STG6100 Corporate Strategy (15 credits)

Sixth Semester

DIS6900 Dissertation: Design & Submission

(15 credits)

MKT6800 Strategic Marketing Management

(15 credits)

in each (Level 3 semester)

1 pathway elective (15 credits) from:

- MKT6510 Retail & Channel Management
- MKT6520 Global Marketing Management
- MKT6540 Service Systems and Marketing
- MKT6550 Global Media Management
- MKT6560 Strategic Sales Management

2 free choice electives (30 credits) from the list in Appendix Two.

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice

35 Programme Specifications BA (Hons)

4.10.5 Graduation Requirements

It is the student's own responsibility to ensure that s/he is registered for the appropriate number and type of modules. In this way unnecessary delays in progression or graduation will be avoided.

In order to obtain a Bachelor of Arts degree from RBS London, the following requirements must be met:

- Completion of 360 credits of which 120 must be at Level 3 and 120 must be at Level 2.
- Completion of all General Core Modules and Pathway Core Modules required for the chosen degree pathway.
- A minimum residency requirement of three semesters at RBS London.
- Payment of all fees (and fines) owing to RBS London.

The maximum time permitted to complete a degree at RBS London is six years from the initial registration. However, the School may ask a student to leave before that time. The registration period may be extended in cases where there has been a documented and prolonged illness, but, in other cases, some credits may be lost where an extension has been granted.

4.10.6 Higher Education Certificate, Diploma and Aegrotat Degree:

The BA (Hons) Programme is holistic in nature, and the learning outcomes have been developed with the aim of ensuring student progression in depth over the three year period. Graduates at the threshold level will be able to meet all of the Programme Learning Outcomes at the standard appropriate for UK BA (Hons) graduates entering professional careers in business and management.

The School makes limited provision for the granting of three lower awards, providing certain standards have been met and/or requisite conditions have been fulfilled. These awards are the Certificate of Higher Education (level C), the Diploma of Higher Education (level I) and the Aegrotat degree. Standards for the conferral of each award are set out below.

4.10.6.1 Certificate of Higher Education (level C)

Students leaving the School, who have successfully completed a minimum of 120 credits at the School at first year level, are deemed to have fulfilled the Programme Learning Outcomes at the standard required for the Certificate of Higher Education, subject to the approval of the Board of Examiners.

In accordance with QAA Guidelines, the student who is awarded a Certificate in Higher Education from the RBS London will have demonstrated the following during her/his stay at the School:

- Knowledge of the underlying concepts and principles associated with Management and Business functions and the ability to evaluate and interpret them within the appropriate context.
- The ability to present, evaluate and interpret qualitative and quantitative data, to develop lines of argument and to make sound judgements in accordance with the basic theories and concepts put forward in the modules studied.

Holders of the RBS London's Certificate of Higher Education will be able to:

- Evaluate the appropriateness of different approaches to solving problems related to their areas of study and/or work;
- Communicate the results of their study/work accurately and reliably, and with structured and coherent arguments;
- Undertake further training and develop new skills within a structured and managed environment;
- Demonstrate the qualities and transferable skills necessary for employment requiring the exercise of some personal responsibility, including strong cross cultural skills, which the RBS London deems requisite for leading and working with effectively with people at local, national and global levels.

(Adapted from: QAA Framework for H.E. Qualifications, Descriptor: Certificate of Higher Education.)

4.10.6.1 Certificate of Higher Education (level 1)

Students leaving the School, who have successfully completed a minimum of 240 credits at the School (120 credits each year at first and second year levels) are deemed to have fulfilled the Programme Learning Outcomes at the level required for them to obtain the lower award of Diploma of Higher Education, subject to the approval of the Board of Examiners.

Within the 240 credits earned, each student must successfully complete all of the General Core Modules in semesters 1,2 and 3, plus the General Core Module, 'Business Planning' and the Pathway Core Module required for her/his declared specialisation, both taken in semester 4.

37 Programme Specifications BA (Hons)

In accordance with QAA Guidelines, a student who obtains a Diploma in Higher Education from RBS London will have demonstrated the following during her/his stay at the School:

- Knowledge and analytical understanding of the well-established principles of management and the major business functions, and the way in which those principles have developed;
- The ability to apply underlying concepts and principles outside of the context in which they were first studied, including, where appropriate, the application of those principles within an employment context;
- Knowledge of the main methods of enquiry in the subject(s) studied and the ability to evaluate critically the appropriateness of different approaches to solving problems relating to management and business;
- An understanding of the limits of her/his knowledge and the way in which analyses and interpretations based solely upon personal knowledge may lack validity;

Holders of the RBS London's Diploma of Higher Education will be able to:

- Use a range of established techniques to initiate and undertake the critical analysis of information and to propose solutions to problems arising from the analysis undertaken;
- Demonstrate the ability to communicate information and to render arguments and analysis effectively, in a variety of forms, to specialist and non-specialist audiences, deploying key techniques of the discipline;
- Undertake further training, develop existing skills and acquire new competencies that will enable them to assume significant responsibility within organisations;
- Demonstrate the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making, including strong cross cultural skills which the RBS London deems requisite for leading and working effectively with people at local, national and global levels.

(Adapted from: QAA Framework for H.E. Qualifications, Descriptor: Diploma of Higher Education.)

4.10.6.3 Aegrotat Degree

In the final semester of the Programme, a student who has failed to satisfy the examiners in the first attempt at an assessment for an award, but who has, in the examiner's judgement, satisfied the requirements for a lower degree may, at the examiners' discretion and under special circumstances (such as prolonged illness), be offered the opportunity to choose between receiving an Aegrotat degree immediately, which has no Honours Classification, or re-sitting the assessments requisite for the conferral of the BA (Hons) degree. If the student elects to take the Aegrotat degree, s/he cannot take the examinations requisite for obtaining the BA (Hons) degree at a later date.

(Adapted from the OU regulations, OUVS Handbook 2006 - 2007 A19.8.5 and A19.8.6, p. 164 and the current RBS London Student Handbook.)

4.10.7 Posthumous Awards

Any award on the BA (Hons) programmes at RBS London may be conferred posthumously and accepted on the student's behalf by a parent, spouse or an appropriate individual. The normal conditions for the award must be satisfied. The awards certificate will not refer to the award being conferred posthumously. (Adapted from: OUVS Handbook 2006 - 2007, A19.8.7, p164)

4.11 Attendance

Regent's College has an attendance policy which encourages academic responsibility and seriousness on the part of the student. It is important that students are aware that across all College programmes, student absences in classes are recorded and monitored on the principle that each student is required to attend 80% of his/her classes.

For information on the College attendance policy, please refer to the College Student Handbook for overall regulations and procedure.

This programme recognizes only the following absences as justified:

- Death of family member/close friend
- Illness (serious) of family member/close friend
- Certified illness of student (medical evidence)
- Medical appointments (with evidence)
- Visa/UK entry problems (with evidence)
- Important family occasions (funerals & weddings of close family members) – (short absence, no more than 5 days)

4.12 Academic Integrity and Academic Misconduct

Please refer to the College Student Handbook

39 Assessment

5. Assessment

5.1 Assessment Strategy and Rationale

The School advocates a flexible assessment strategy, which is securely tied to Module and Programme Learning Outcomes.

A wide variety of assignments are used to assess student progress towards meeting Module and Programme Learning Outcomes, and Lecturers make use of formative, as well as summative, assessments. The most common forms of summative assessments are: timed tests, essays, reports, special projects, presentations, team-working assignments and final examinations. The most common examples of formative work are group exercises, discussions, process handbooks and portfolios.

5.2 Module Assessment

The Total Module Mark (TMM) is a weighted combination of the all assessments issued to the students during the course of a semester on a particular module.

5.3 Extenuating Circumstances

For information on extenuating circumstances, please refer to the Student College Handbook. Please note that once a student has commenced an examination or test, they have deemed themselves fit to take the examination or test, and cannot subsequently make a retrospective claim for extenuating circumstances.

5.4 Mark Classification

RBS London records all marks as a percentage figure (out of 100). The marking system used by the School has the following meaning:

First Class 70 – 100%

Outstanding performance and work of exceptional quality

Upper Second Class 60 – 69%

Good performance where the student has shown above average capability

Lower Second Class 50 – 59%

Satisfactory work; the average performance expected from the average student on the Programme

Third Class 40 – 49%

Adequate work, with weakness; but sufficient content to pass the assessment

Fail Less than 40%

Unsatisfactory work where the student failed to attain even the minimum standard

5.5 Assessment Procedures

Assessment Regulations

A clear system of assessment criteria is in place regulating student performance and progression. The Subject Assessment Board, the Internal Profiling Meeting and the Board of Examiners use the Total Module Mark to determine a student's performance in each module. All methods of assessment are referred to as Module-Work.

5.5.1 Pass

P *Pass Module*

A Total Module Mark of 40%, with each component of the module passed at a minimum of 30%.

5.5.2 Incomplete

I *Incomplete*

An element of the module-work was missed due to extenuating circumstances. Module-work to be completed by the student by no later than the date set by the Board of Examiners and communicated with the results.

End of semester assessments only take place in May and December.

5.5.3 Retake Regulations

FR *Retake Module*

A Total Module Mark of 39% or less or where a student has achieved less than 30% in any assessed component of the module.

Retaking a module

The student will be required to retake a module in its entirety in the event of achieving a total module mark of 39% or less or not achieving an acceptable standard (minimum of 30% in each component) in the assessment of a proportion of the learning outcomes in the module. The student will retake the module as if being assessed for the first time; no marks from the previous attempt will be carried over.

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The term 'retake' means that:

- i) the student is required to re-attend the classes in the module;
- ii) the student will undertake the module-work assessment, as set in the class that he/she re-attends;
- iii) the student must wait until the next assessment board to be re-assessed; and
- iv) the student can present her/himself for retake, on no more than two occasions, in any one module.

The Board of Examiners will make their decision based on the best interests of the student, especially where any additional semester is going to delay graduation unnecessarily.

The Board of Examiners when classifying students, may, having considered a student's overall profile of marks, award a compensated pass in respect of one module in which the student has a fail.

5.6 Academic Probation

The Board of Examiners has the power to place a student on a warning (Academic Probation) if academic performance is unsatisfactory in any one semester. If there is no improvement in the following semester after a student has been on Academic Probation, the Board may propose that the student is:

1. Excluded from the School - leave the School permanently; OR
2. Suspended from the School - leave for the duration of one complete semester; OR
3. Academic Probation continued

If there is an improvement in academic performance but the student remains below the satisfactory level, the student may remain on Academic Probation for one more semester

5.7 Degree Classification

There are two methods for determining a student's final degree classification. If different classifications result from each method, then the higher of the two classifications is awarded.

5.7.1 The "Average" Method

- For students who have joined RBS London with no APL credits: Classification is determined by calculating the average mark of the rounded TMM's for the student's eight modules amounting to 120 credits at level 3 and the 10 modules amounting to 120 credits at level 2. The respective weightings applied are 70% of Level 3 marks and 30% of Level 2 marks.
- For students who have joined RBS London with APL credits: Classification is determined by taking the weighted average of the TMMs of the modules taken at Level 2 & 3 at RBS London. In this weighting each module registered at Level 2 counts one quarter of the weighting of a Level 3 module.

- For students who opt to take the overseas Gateway semester: The respective weighting applied is 90% of Level 3 marks and 10% of Level 2 marks.

5.7.2 The “Count” Method

This method is used when the results obtained in five or more Level 3 modules are in the next higher degree classification than the one awarded by using the Average method (noting that the Dissertation (DIS6300 & DIS6900) counts for 30 credits. If this is the case, the student shall be awarded the higher classification, providing no results at Level 3 are below the degree classification determined by the Average method.

5.8 External Examiners

Examinations for all modules are moderated. Examinations at Level 2 and Level 3 are approved by External Examiners who ensure that appropriate assessments are offered. In some cases, students may be required to give a Viva Voce Examination, with an External Examiner present.

5.9 Dissertation Registration Requirements

DIS6300

Students must earn 240 credits in order to register for DIS6300. In exceptional circumstances, individuals who have obtained 228 credits at a good level may be allowed to enroll for DIS6300. Each situation will be reviewed by the Dissertation Coordinator, and decisions will be rendered on a case by case basis.

DIS6900

Two conditions must be fulfilled in order to register for DIS6900.

- First, Students must pass all three required coursework assignments in DIS6300 by the deadline date. Individuals who fail to do so will fail the module and have to retake DIS6300.
- Second, students enrolled in DIS6300 must earn 300 academic credits before they can register for DIS6900. Individuals who have passed DIS6300 will not have to retake it again, but they will not be allowed to register for DIS6900 until the full 300 credits have been obtained.

Note: In exceptional circumstances, students who have passed DIS6300 at a high standard and obtained 285 credits at a good level may be allowed to register for DIS6900. Each situation will be reviewed by the Dissertation Coordinator, and decisions will be rendered on a case by case basis.

5.9.1 Dissertation Withdrawal

The deadline for withdrawal from DIS6900 is Friday of Week four in the second semester of the dissertation. Students who wish to withdraw from DIS6900 must do so formally in writing. Completed withdrawal forms must be received in the Faculty Registry by the deadline. All withdrawals have fee implications. Therefore, students contemplating this course of action are advised to discuss the matter with their Dissertation Supervisors and the Dissertation Coordinator before commencing formal withdrawal procedures.

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6. Academic Diary

Week Commencing	Week	Date	AUTUMN SEMESTER 2010
06/09/2010	0	Monday 6/10	New Students: Induction Week and Orientation
		Thursday 09/10	Returning Students: Registration for All Foundation & BA(Hons) students
13/09/2010	1	Monday 13/10	Classes commence
		Friday 17/10	Add Module Period Ends
20/09/2010	2		
27/09/2010	3		
04/10/2010	4	Friday 08/10	Drop Module Period Ends
11/10/2010	5	Friday 15/10	Online Module Registration for Sp1 I available to students
18/10/2010	6	Wednesday 20/10	Meeting with Student Representatives for Programme Committee (2:30pm)
25/10/2010	7		
01/11/2010	8	Friday 05/10	Draft examination timetable published
08/11/2010	9		
15/11/2010	10	Friday 14/11	Final Examination timetable published
			Student Module Feedback Survey available to students
22/11/2010	11	Monday 22/11	Dissertations Due
		Friday 26/11	Graduation Ceremony
		Saturday 27/11	Graduation Ball
29/11/2010	12		Final Teaching Week
06/12/2010	13	Monday 06/12	Final Exams Begin
		Monday 06/12- Tuesday 07/12	Dissertations viva voce
13/12/2010		Friday 17/12	Exams End
20/12/2010		Monday 20/12	Holidays Begin.
31/01/2011	N/A	Monday 31/01	Results Published

Week Commencing	Week	Date	SPRING SEMESTER 2011
07/02/2011	0	Monday 7/02	New Students: Induction Week and Orientation
		Thursday 10/02	Returning Students: Registration for All BA(Hons) and Foundation students
14/02/2011	1	Monday 14/02	Classes commence
		Friday 18/02	Add Module Period Ends
21/02/2011	2		
28/02/2011	3		
07/03/2011	4		
14/03/2011	5		Online Module Registration for Autumn 11 available to students
21/03/2011	6	Wednesday 23/03	Meeting with Student Representatives for Programme Committee (2:30pm)
28/03/2011	7		
04/04/2011	8	Friday 08/04	Draft Examination timetable published
11/04/2011	9		
18/04/2011	Holiday		
25/04/2011	Holiday		
02/05/2011	10	Friday 06/05	Final Examination timetable published
09/05/2011	11	Monday 09/05	Dissertations due
16/05/2011	12		Final Teaching Week 12
23/05/2011	13	Monday 23/05 - Tuesday 24/05	Dissertation viva voce
		Monday 23/05	Final Exams Begin
30/05/2011	14		Exams Continue
06/06/2011	15	Friday 10/06	Exams End
13/06/2011	N/A		Holidays Begin
18/07/2011	N/A	Monday 18/07	Results Published

Students are reminded that they are responsible of ensuring that ANY travel arrangements made permits them to attend ALL lectures and assessments from the BEGINNING to the END of any semester.

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7. Module Descriptions

Module descriptions

ACC4800 Financial Accounting I

Covers the recording of financial accounting information and the preparation and basic analysis of the three main Financial Accounting statements: the Income Statement, the Balance Sheet and the Cash Flow Statement. Upon successful completion, students will be able to interpret financial statements, using ratio analysis and to record basic financial accounting transactions. They will also know how to prepare profit and loss accounts and balance sheets for sole traders and limited companies.

ACC5200 Management Accounting

Covers the preparation and interpretation of accounting information that is required for day to day management decision making and controlling costs. Upon successful completion, students will know how to prepare and to use budgets and to compare actual costs against budgeted costs. They will also be able to evaluate the importance of cost, price and quantity for organisations and to understand the basis of pricing and pricing decisions.

ACC5820 Financial Accounting II

Covers the preparation and analysis of group accounts under International Accounting Standards, accounting for associated companies and the treatment of Mergers and Acquisitions. The problem of inflation/rising prices and how accountants have attempted to account for its adverse effects is also considered. Upon successful completion, students will be able to interpret the various aspects of consolidated accounts, to appreciate some of the more obvious limitations of financial accounts and to prepare financial statements adjusted for the effect of rising prices.

BUS4100 Introduction to Global Business

Provides a foundation in the basic principles of global business. Case studies and in depth reviews of topical issues are used to facilitate learning, where the module content will focus upon the rapid changes that are taking place in the early 21st century. Upon the successful completion of this module, students will be able to identify the key factors contributing to the changing business environment.

BUS5900 Issues in Global Business

This module explores the patterns of development and changes in the global business environment and their impact upon the strategies and operations of global SMEs and MNCs. Current prime factors affecting global businesses are investigated e.g. energy, labour, green business, the information economy. Upon successful completion, students will be able to consider holistically the various influences impacting on today's organisations and will have the opportunity to apply the gained knowledge to various challenges facing these organisations within the context of global business world.

BUS6360 Entrepreneurship in the Global Environment

The 21st century will see a continuation and intensification of changes in company management as creativity and innovation skills become more dominant forces in the struggle to maintain market share. The entrepreneur is likely to play a more significant part in the growth and development of national economies. In addition, the model of social entrepreneurship as the embedded sustainability perspective is used to question current and future roles of entrepreneurs. Upon successful completion, students will be able to critically analyse and comment with regards to the characteristics of the entrepreneur; the impact of social entrepreneurship, finally linking up with management of family-run businesses often seen as living examples of entrepreneurialism in action.

DIS6300 and DIS6900 Dissertation

The Dissertation module spreading over two semesters, provides a unique opportunity for every student to carry out a significant piece of independent study relevant to her/his chosen degree pathway in one of five areas: Global Business Management, Global Business and Design Management, Global Business and Sustainability Management, Global Financial Management, and Global Marketing Management. Everyone will design and produce a Dissertation of 10,000 words. The class sessions aim to show students how to design, plan and execute research programmes, and to present results effectively. To facilitate the successful completion of this task, each student will be assigned to a member of academic staff who will serve as her/his personal Dissertation Supervisor. Upon successful completion, students will be able to engage effectively with research projects that require planning, data collection, and data analysis resulting in a well-planned and well-written academic research submission

DSM4600 Introduction to Creative Thinking in Business

Provides an overview of creative thinking which demonstrates its crucial importance in generating business growth. Students will learn to understand the value of creativity and creative thinking as a component of innovation and its links to design practice, recognising the implications for business success. They will also acquire hands-on experience of implementing creative ideas into

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice.

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organisations through the application of selected professional design tools to generate suitable business outcomes and promote innovation. Upon successful completion students will understand the importance of creativity to innovation and its implementation within business organisations worldwide as well as in a personal context.

DSM5200 Managing Design for Business

Delves into the specifics of the relationship between design and business, fostering abilities to recognise the added value that design can bring to business. Students will explore how design processes are integrated into marketing, innovation and the strategic aspects of running a business as well as examining the attitudes towards design in different national/cultural contexts. Upon completion students will demonstrate an understanding of the ways that design can be used effectively as an operational resource within a business context, whilst producing design proposals that address a range of business needs. They will also develop their own justifications as to why design is vital to business.

DSM5660 Project Management in Creative Industries

Focuses upon the specifics of managing a project within the creative industries. The module facilitates a critical understanding of different responsibilities that need to be addressed when managing a design/creative project, including the importance of leadership and project champions. Upon successful completion students will be able to negotiate the formation of processes and strategies requisite for successful management of creative teams within a global context. They will also know how to utilise various tools to generate successful project concepts and develop design briefs, whilst judging personal ability to become design project leader or champion.

DSM5670 Corporate Brand Management

Covers the management of brands and identities for diverse audiences. Students will acquire an overview of the significance of a corporate identity and brand value to the internal structure and corporate culture of an organization alongside its external promotion. They will engage with the management processes of identities and brands focusing on how they are commissioned, created and implemented. Upon successful completion students will be able to make qualitative judgments about the relative values of competitive design proposals within the context of brand and corporate identity. They will also be able to prepare specifications and commission appropriate for design practitioners, whilst managing the implementation of a new identity or brand.

DSM5900 Principles of Design Management

Explores in-depth the concepts, importance and value of design management. Students have an opportunity to apply a selection of design management tools such as design audits or design briefs to real-life situations, whilst formulating design proposals that aim to build and/or improve

upon the design processes and strategies presently existing in businesses. Upon successful completion they are able to illustrate the value of design management as an effective tool in fostering innovation and business growth, whilst taking account of the impact design management has within a global business context. Students are also given the opportunity to develop their own tool-kits for instigating success and growth through the use of design processes and design thinking in a business context.

DSM6410 Managing Design and Sustainability Innovation

This module provides a platform for students to investigate, examine and discuss how design practice can generate new ideas and / or discoveries that could lead to innovation within ecologically focused business practices and consider implementation of sustainable company culture that draws on the relationship between economics, ethics and environment (planet, profit, people). On successful completion, students will be versed in the theoretical concepts of innovation and be able to identify structures within sustainability where innovation can take place. They will also have the ability to recognise barriers within sustainability and business contexts that may stifle the development of innovation.

DSM6420 Managing the Design Process

Builds upon the understanding of the role of design in a business context, focusing away from the operational aspects towards its strategic implementation. Students will gain an appreciation of design process as strategic tool within a business context, whilst exploring what information is needed to enable creative decisions to be taken. They will engage with the dilemmas of the design/business interface, while critically reviewing examples of case studies of cross-cultural scope, with particular focus on design strategies adopted by global organisations. On successful completion students will have the skills and the know-how to appraise the application of design information so as to prompt creative decision-making within business organisation, whilst demonstrating how to find and how to select the 'best' new products and services.

DSM6430 Managing New Products and Services through Design

Explores the total process by which products and services are developed and the way in which that development is organised. Students will learn to recognise how the management of new products and services can be applied as a principle embodying all business functions from the initial trigger through to disposal, while interpreting the customers and the market from within the design management perspective. Upon successful completion they will be able to evaluate critically the stages in managing new products and services, whilst appreciating the similarities and differences between them. Students will also gain critical knowledge and understanding of the ways to provide offerings that meet customer needs, avoiding product and service failure through the use of design management skills.

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice.

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DSM6440 Managing Strategic Design

Explores new ways of thinking within the business context to equip students with a bouncing off platform to go beyond the obvious market offering and define new territories ('blue ocean') of business growth and success. The module brings together some of the latest philosophies stemming from field of strategy together with management of creativity and design processes not only to innovate but to develop truly new opportunities for business. Upon successful completion students will be in a position to formulate proposals of products and/or services informed by both business strategic thinking and solid design management. They will also develop a critical tool-kit of methods to identify, present and communicate the advantages of 'blue ocean' thinking.

DSM6460 Managing Change: Design Management Perspective

Offers insights into issues related to change that confront business organisations and particularly design managers both locally and globally. Students will develop an understanding of the process of change and resistance to change followed by its implications for all stakeholders. Upon successful completion students will be in position to synthesize approaches to decision-making, as well as developing and implementing strategy in order to arrive at a 'managing change toolkit', taking into account the value of design as an alternative way to control risk, ambiguity and change. They will also be able to reflect on the process of applying their own arsenal of knowledge of causes to influence the outcomes of change in a positive way.

DSM6800 Design Management in Practice

Provides students with a picture of design management in practice by offering them opportunities to take an in-depth look at how actual practitioners manage the design process and to reflect critically upon design management as a profession by undertaking a series of practice based projects. The module offers opportunities for students to question design management as a practice both on theoretical and practical levels, thereby gaining the skills and confidence requisite to challenge the status quo of the discipline in order to promote change for its future progressive development. Upon successful completion students will be fluent in discussing and defending design management within a business context as a key strategic resource both theoretically and in practice. They will also be able to formulate concepts of 'good practice' in design management and communicate to others the variety of contexts within which these can be applied.

ECO4300 Economics for Business

Examines some microeconomic theory and then goes on to provide a solid foundation in macroeconomic theory and policy. Topics include demand and supply, national income, aggregate demand and supply, monetary and fiscal policy, inflation and its causes and remedies, unemployment, the business cycle, trade and protectionism. Upon successful completion, students will be able to demonstrate knowledge about micro and macro-economic factors and the ways in which they continuously impact upon business.

FIN5840 Assurance and Audit in the Global Environment

Develops knowledge of the audit and assurance process, and an understanding of the changing nature of auditing. Students will be able to appreciate the importance of internal audit processes and understand the importance of the external audit regulatory framework. They will gain an understanding of the importance of identifying the potential of corporate risk and assess current international issues within the context of global company audit and assurance. Upon successful completion of the module, students will understand the nature, purpose and scope of auditing and internal review, including the role of external audit and its regulatory framework in providing assurance in relation to risk management and control framework of the organization.

FIN5850 Finance and Accounting for Sustainability

Finance can be defined as the art and science of managing money. It is concerned with the process, institutions, markets and instruments involved in the transfer of money among individuals, businesses and governments. Financial management can be seen as the financial art relating to the acquisition, financing and managing of assets with a pre-conceived objective. Sustainable financial management requires and encourages these operations to be carried out in full consideration of their social and environmental implications. Sustainability accounting provides data and a reporting system to support sustainable financial management and communicate the social and environmental effects of a company's economic actions to the stakeholders and society at large. Its concerns lie with identifying, measuring, and reporting the corporation's impact on the environment and people. Upon successful completion of this module will be able to identify and evaluate the significance of and main factors driving socially responsible investment decision-making and apply appropriate financial practices in response.

FIN5860 Company Analysis and Valuation

This module offers opportunities for students to acquire a greater understanding of the preparation and presentation of company accounts and annual reports, both in the UK and abroad. In addition they will learn more about the kinds of information financial statements can provide about the business and how to analyse suppliers' accounts, customers' accounts, and competitors accounts and identify the acquisition potential of a company. Upon successful completion of the module, students will be able to work through a full set of published accounts and demonstrate their abilities to determine the approach to be taken and to structure the resultant analysis.

FIN5880 Corporation Tax Issues in a Global Environment

Develops knowledge and understanding at a basic level of core areas of business taxation. The module explains the operation of the UK taxation system. It provides students with a sound management perspective of the UK accounting framework of taxation. It explains the obligations of corporation tax payers and their agent. Upon successful completion of the module students will be able to explain the significance of "Tax Havens", to discuss and assess global corporation

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice

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taxation, identifying current issues in Europe, the Middle East and Russia and to analyse the effect of International Tax Treaties on corporate policy.

FIN5900 Principles of Financial Management

Provides students with an understanding of the principles of Financial Management and enables them to make standard investment and financial decisions both in the long- and short-term. Upon successful completion, students will be able to understand the functions of financial managers and to make decisions relating to the control of stock, debtors and other elements of working capital. They will also be able to interpret the financial accounts of a company, using share valuation techniques and ratio analysis.

FIN6620 Global Financial Ethics

Students undertaking this module will acquire an understanding of the underlying ethical rationale for professional codes of ethics for finance and accounting practitioners. Building on STM5900 Corporate Social Responsibility module, an in-depth assessment of the nature of corporate governance and the link to corporate performance will be made. The importance of effective governance of companies and proper stewardship is explored in the context of the relationship between the corporate entity, directors, shareholders and other stakeholders. Obligations of directors, their role as agents of the shareholders, company performance and the link to remuneration are examined. Additionally, students will explore the increased complexity of business and new technologies that result in an environment where professional managers need some background in forensic accounting to better understand their organisations. Recent interest has been fuelled by well-publicised scandals in major international corporations. The module would aim to help students identify the roles and responsibilities of a forensic accountant, understand the legal framework in which forensic analysis takes place, describe sound investigative strategies, identify appropriate damage methodologies, understand issues of ethics as related to corporate governance, and explore the financial statements in search of fraud and/or accounting abuse.

FIN6630 Global Accounting Standards and Their Development

Examines current Issues in Accounting Reform and Comparative International Accounting. Content will depend to a large extent on the nature of the latest issues in accounting. Upon successful completion, students will be able demonstrate an understanding of the links between Finance and Accounting. They will also know how to analyse the benefits and limitations of financial accounts for investment decisions and demonstrate an awareness of the latest issues in accounting standards.

FIN6640 Issues in Corporate Finance

Covers the main sources of finance available to a company and the considerations in their selection. Students will examine the issue of appraising capital investment projects and the problems of calculating the company's cost of capital and dealing with risk and inflation. Upon successful completion, students will be able to carry out investment appraisals, taking external factors such as inflation and taxation into account. They will also be able to calculate and to interpret the effects of short- and long-term financing strategies.

FIN6650 Financial Portfolio Management

The module provides students with an understanding of the financial management of an investment portfolio and enables them to evaluate the potential risks and returns of alternative investments. Upon successful completion, students will be able to demonstrate an understanding of the practices of the City of London institutions and the world stock markets. They will also be able to construct and to manage an investment portfolio.

FIN6660 Managing Real Estate Investment

The module examines real estate investment strategy, objectives and considerations within a Risk/Return framework and the ways of measuring and evaluating investment performance. Upon successful completion, students will be able to define core terms in the real estate business, measure risk and expected returns, evaluate different securities, and analyse investment choices in respect of their risk/return characteristics and trade-offs in a global market.

FIN6800 Multinational Financial Management

Provides students with an understanding of the principles of foreign investment and the management of foreign exchange risks. The problems of the multinational company are considered, particularly, with regards to investment appraisal and political risk. Upon successful completion, students will be able to make the analyses and calculations necessary for foreign investment decisions. They will also know how to devise a finance strategy for an international firm.

GST4400 Foundations of Global Political Economy

This module provides a basic overview of theories, structures and processes associated with global political economy. Practical examples drawn from current events, like the need for more sustainable way of life, are used to demonstrate the relevance of the theoretical knowledge to the applied day-to-day business and management decisions. Upon successful completion, students will be able to demonstrate knowledge of the structures, processes, and relationships shaping the present world order and display an understanding of the principal features of global political economy, including viewpoints, theories, phenomena such as globalisation and the impact of sustainability. They will also be able to consider and analyse developments taking place around the globe in the context of their likely implications upon the management of business organisations.

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice.

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GST5550 Issues in Global Political Economy

The content of this module is organised into four distinct sections presented in a mini-module format. Each mini-module focuses upon a particular issue associated with the subject discipline of Global Political Economy. The primary aim is to acquaint students with current issues arising in respect of GPE and to interest them in exploring matters further. Upon successful completion, students will be able to demonstrate an in-depth understanding of the features and contradictions of Globalisation as a process shaping world structure that are impacting decisively upon the management of organisations and business functions around the world today. They will also possess the transferable skills requisite for undertaking analysis, collecting research, engaging in critical reflection and working within a team to undertake set tasks and to complete them on time.

GST5560 Regional Developments in the Global Environment: Europe

This module is designed to introduce students to the present and possible future changes in the political and economic European environment and how these changes can affect business both within and outside the European Union. Upon successful completions students will demonstrate an understanding of the changing geographical, economic and political environment of Europe; the present and future implications of European integration. They will appreciate the impact on business of doing trade with and within Europe and understand how management policies should be devised to take account of such trade.

HRM5300 Human Resource Management

This module involves participation in a Leadership and Team Development Weekend. If a student has a physical disability or long-term health condition that they feel may impact on their ability to travel to/participate in the weekend, they are strongly advised to make the Programme Director and other involved staff aware of this at the earliest possible opportunity. This module traces the emergence of HRM as a development from Personnel Management. The emphasis is on the practical uses of HRM in the workplace and the use of HRM in a strategic capacity at managerial levels. Upon successful completion, students will be able to demonstrate knowledge of current employment issues and an awareness of the link between corporate strategy and the strategic use of HRM. In addition, part of the module's assessment rests in the Leadership Weekend, which takes place once every semester and forms an essential component of the module.

During the Leadership weekend, students take part in a variety of tasks, many of which are physically demanding. The organisers state that some tasks require a certain amount of walking / movement ability. Therefore, if students have a physical disability or long-term health condition that may impact on their ability to travel to/participate in the Leadership Weekend, they are strongly advised to make staff aware of this at the earliest possible opportunity, so that appropriate arrangements can be made in advance. Please note, in order for such arrangements to be made, students should already have a Student Support Agreement set up, following consultation

with the Disability Officer. The Disability Officer will need to liaise with the Programme Director, in order to ensure that they are able to meet the required learning outcomes of the module.

HRM6320 Global Human Resource Management

This module utilises several case studies and a role play exercise, enabling students to gain an in-depth understanding of International Human Resource Management theory and practice through practice and application. Upon the successful completion of the module, students will be able to demonstrate an understanding of the links between Corporate Strategy, Organisational Structure and Corporate Culture and their impact upon Human Resource Management in a global setting. The practical aspects of the module will enable students to demonstrate key global human resource management skills.

IRM5500 Managing Information and Systems

Information and its management are increasingly important subjects in all aspects of organisational life. This module takes a business focus on the predominantly operational and tactical uses of Information Systems. The intention is to provide students with a tool-kit of various systems, technologies and techniques as well as a business-level understanding of where to use them and what their implications are.

IRM6720 Information Systems for Competitive Advantage

There is an increasing trend for organisations to use Information Systems to gain strategic advantage. This module is concerned with giving students the ability to: (a) construct an Information Systems Strategy appropriate to a given organisation and (b) understand how various I.S. technologies can be used for competitive advantage. This is very much a Business-led rather than technology-driven module, and the links to Strategy and the Business Planning cycle will be explored in depth. Porter's Value Chain concept will be used to link strategic usage of Information Systems and the relevant supporting/driving technologies.

LAW4250 Principles of Business Law

The module introduces students to the fundamentals of law relating to business and management transactions and the legal implications of conducting different types of business activity, particularly in respect of UK Contract law, EU law and International Law (both public and private). Upon successful completion, students will be able to demonstrate an understanding of the legal issues and complexities that exist within a business environment. They will also know how to apply relevant legal principles to facts, to argue both sides of the issue and to reach appropriate conclusions.

Not all electives will be available in each year. Some electives have pre-requisites which may limit choice.

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LAW5570 E-Business Law

This module will provide students with the opportunity to gain an understanding of E-Business Law, and related policy issues. The module will offer a theoretical as well as practical foundation for E-Business issues in the information age. The module will also provide students with the opportunity to gain an understanding of the necessity for the law to adopt new strategies and perspectives in order to approach the legal implications of developments of new communication technologies such as the Internet. It will explore, analyse, and compare the treatment of such issues at national, supranational, and international levels of Internet governance including at the UK/USA level, European Union, Council of Europe, OECD, and the United Nations levels. The content of the module will also have a broader context and legal issues will be analysed and discussed within the technological, political and social context.

LAW5650 Intellectual Property Law

Provides an overview of the emergence of intellectual property as a foundation of the information age and its role in securing the diverse benefits of the new digital technologies in industry and commerce. This information is imperative to the areas of patents, design, copyright and trade marks, where creativity and innovation are at the forefront. This is even more applicable in this age we now live in. Intellectual property is a dynamic area of law used to describe the rights that protect innovative and creative endeavour. The module will delve into these issues exploring an ever growing interest in protecting ideas, whilst highlighting this important link between business and management of intellectual property rights.

LAW6710 Corporate Law for Managers

Gives students a broad overview of the main aspects of company law. In addition, they will examine some of the current trends in company law to ascertain how the field is likely to develop within the European Union as well as globally in the future. Upon successful completion, students will be able to demonstrate a critical awareness of the legal nature of the company as a business organisation, the law relating to corporate finance, the relations between the company and third parties, the distribution of power within a company, the duties of directors and other managers and the associated enforcement mechanisms, and the key principles of corporate insolvency law. They will also know how to apply the skills learned to analyse practical legal problems involving companies.

MGT4500 Introduction to Management

This module introduces students to concepts linked to the management of business, and the practices associated with that management. It provides a factual knowledge base which focuses upon prime issues confronting management, including the management of people and the skills required to ensure the continued control and guidance of the company in the 21st century.

MGT5100 Issues in Contemporary Management

This module examines the close interrelationship between competitive advantage on the one hand, and on creativity in the workplace on the other; and the management of that integration. Creativity at managerial, staff and external levels has become important because it provides added value for companies which have wrung out all cost savings from the production line, and are finding that the cost savings from rationalised supply chains are reducing. The management of the development of these new areas of income is a high priority for companies, and this module investigates the styles of management which need to be present if creativity in the workplace is to be encouraged.

MGT5540 Managing New Ventures

Explores the challenges and processes involved in the creation of a new venture and managing its future growth. In particular; the module will explore and analyse different national approaches to this increasing occurrence, always focusing upon the common pressures that impact upon the owners in terms of success and failure.

MGT6310 Global Resource Management

Examines the challenges which face global companies in managing their global resources. It focuses upon the analysis of modern trends in production and operations management in the context of the global economy, and the use of integrated communications and information systems to maintain a company's global competitive advantage.

MGT6340 Management Issues for the Family-run Business

Explores a range of themes connected both directly and indirectly to the family business. Using case studies, the module invites consistent student participation in discussing the issues that are aired in the case studies. Upon successful completion of this module, students will be able to recognise and critically evaluate a wide set of circumstances that can confront the family business, and demonstrate the core competencies for managing them.

MGT6350 Organisational Behaviour in a Global Context

Investigates individual and group behaviour and structures of organisations for the purposes of improving organisational effectiveness and quality of work life. Organisational behaviour draws from various disciplines including sociology, psychology, anthropology and economy. It provides a useful set of tools for managers to understand some of the complexities involved in interpersonal relations whether in group or organisational context.

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MGT6800 Managing Global Trade Operations

Examines the strategic and operational issues related to the conduct of foreign trade, in particular, aspects of the key operations in the global trade process. Upon successful completion of this module, students will be able to identify the areas of risk in global trade and demonstrate the management of them. This module will enable students to formulate plans for foreign trade operations in a specific country or region.

MKT4700 Principles of Marketing

Introduces students to the key concepts and principles of marketing. The module has both a solid theoretical and practical grounding, the latest theories and the most recent practices of marketing will be examined. Upon successful completion, students will be able to demonstrate an understanding of the ways in which a firm's marketing activities can be implemented, monitored and controlled. They will also know how to analyse the role of the marketing mix in marketing policy, to relate the marketing organisation structure to other functional areas of the firm and to evaluate the role of marketing in corporate policy.

MKT5300 Marketing Communications

Provides the theoretical and practical foundations of marketing communications in the overall marketing function. The nature, function, structure and operations of the marketing communications industry, including advertising, direct marketing, sales promotion, and other aspects of communications, both above and below-the-line will be examined. Upon successful completion, students will be able to demonstrate an understanding of the marketing communications industry and be able to manage aspects of marketing communications campaign in order to achieve set objectives.

MKT5740 Marketing Research & Forecasting

Gives an understanding of the basic principles, processes and technical/statistical aspects of market research and enables the student to apply these principles to practical business situations. Upon successful completion, students will learn the importance of marketing research to effective marketing decision making; will develop knowledge of the various qualitative and quantitative research techniques in common usage; and design a marketing plan, develop a survey questionnaire and write a complete marketing research proposal.

MKT5750 Social Marketing

This module examines issues of social responsibility in business and how marketing theory and techniques may be used to promote more environmentally and socially conscious business practices. The module aims to apply social marketing frameworks and tools within consulting firms, commercial firms, and not-for-profit ones. Particular emphasis is placed on the fact that effective

social marketing requires a change in mind set from being organization-centred to audience-centred. Upon its completion students will be able to apply social marketing tool-kit in order to raise awareness of sustainable practices within business context.

MKT5760 Copywriting for Marketers

Provides a skills-based approach to copywriting. Students will apply promotional copywriting techniques in a creative way across a range of media including print, packaging, broadcast formats and the Internet. Upon successful completion, students will become familiar with the techniques of copywriting and the role copywriting and design play in marketing campaigns from planning through to implementation and will develop the necessary understanding and creative skills needed to effectively manage the copywriting.

MKT5780 Public Relations

Provides current and future managers with an understanding of the role of public relations within an organisation with special reference to marketing communication management. The module will examine the essentials of public relations practice, including an analysis of the many publics with which an organisation must concern itself, and the communication tools available to fulfil public relations objectives. Upon successful completion, students will be able to understand the role of public relations, carry out a public relations campaign, and understand the complexities of communication with multiple audiences in a global information environment, including issues raised by the Internet.

MKT5900 Customer Relationship Management

Explores the various aspects of managing buyer-supplier relationships in both business-to-consumer (B2C) and business-to-business (B2B) markets. The objective of the module is to focus on how a customer relationship management programme should be formulated and implemented. The main areas under review will be the customer-centric organisations, customer intimacy strategies, customer communications; the use of CRM software to analyse customers based on their lifetime value; and how to organise for long-term and mutually beneficial relationship. Upon successful completion, students will be able to demonstrate an understanding of customer relationship management and principles underlying relationship marketing.

MKT6510 Retail & Channel Management

Provides a core understanding of retailing in its competitive environment and examines the role of the distribution channels in the marketing mix. The module enables students to understand the key marketing concepts in retailing and channel management and equips the student with the knowledge needed to understand and to manage a retailing or distribution function in a commercial organisation.

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MKT6520 Global Marketing Management

Provides students with an in-depth understanding of marketing strategies and practices in a global context, by analysing the global marketing environment, marketing opportunities and strategy options, and the global marketing mix. In addition, the module equips students with the expertise needed to apply marketing management techniques in countries other than their own and develops the skills necessary for planning in multinational environments. Upon successful completion, students will be able to critically evaluate the factors affecting global marketing decisions, their inter-relationships and the way in which these factors influence decision-making processes and outcomes.

MKT6540 Service Systems and Marketing

Examines the marketing of services. The module will focus around theoretical constructs, such as the PZB service gaps model and Normann's service systems model. Upon successful completion, students will be able to explore potential gaps between customer expectations and perceptions of service, identify the causes of such gaps and learn how to manage their closure, as well as gain an in depth knowledge of a service concept in an organisation.

MKT6550 Global Media Management

Examines the world of global media management at strategic and applied levels, by covering the main managerial aspects relating to the use of media by large organisations. Upon successful completion, students will be able to demonstrate an understanding of the importance of global media management to business and brand strategy. They will also know how to prepare specifications and commission appropriate media agencies, to make quantitative and qualitative judgements about the relative values of competitive media proposals, and to make appropriate decisions about the organisational structures for international media management.

MKT6560 Strategic Sales Management

Explores the various aspects of the sales management process. Specific activities of interest will be how sales managers develop and execute plans for creating customer satisfaction by developing the selling function, strategic sales planning, building a sales programme, and controlling the sales force. Upon successful completion, students will be able to appreciate the role of selling and sales management in marketing and be able to critically evaluate sales programmes.

MKT6800 Strategic Marketing Management

Focuses upon the actual management tasks required to analyse, plan, implement and control an organisation's marketing efforts. The main objective is to build sound business decision-making, as it impacts on the marketing goals. The module will enable students to look at marketing in a wider business context, impacting on the bottom-line/performance of the organisation and other

business units. Upon successful completion, students will be able to use the full range of analytical marketing tools to evaluate a company's product and market position. They will also be able to formulate appropriate marketing strategies and turn them into effective marketing plans for a variety of companies in diverse marketing conditions.

SKL4100 Business Communication

This module will delve into issues of business communication as an essential skill in any business context. It will tackle questions like: How does one best communicate their skills to potential employers – perhaps, even when they feel they have none? And once in employment, how does the way one communicates impact on the day-to-day running of the company, or what people think of the meanings being communicated? Getting messages across in the way that students intend is essential for their academic and career prospects, so is being able to receive and interpret them correctly. Upon successful completion of this module, students will develop their communication skills for a multi-cultural workplace, and learn how to address issues when things go wrong.

SKL4200 ICT Skills

In this module, the basic elements of computing are reviewed to ensure that all students have a firm grounding in basic ICT skills, particularly in respect of software such as Microsoft Word, Excel and PowerPoint. Thereafter, emphasis is placed upon developing a multimedia approach to computer-generated presentations, using state of the art digital photography, still and video clips, still and animated illustrations, sound mixing and vocal techniques. Upon successful completion, students will be able to demonstrate strong skills in the effective usage of Windows applications and relevant software. They will also know how to use multimedia techniques effectively in computer-generated presentations. The practical skills covered in the module are all underpinned by a sound business sensibility.

SKL4300 Quantitative Business Analysis

Gives students a quantitative background that will enable them to understand and to formulate problems relevant to the numerical side of management and business. Considerable emphasis is placed upon working through practical examples. Upon successful completion, students will be able to understand and to analyse statistical data. They will also know how to present numerical results in the most appropriate formats.

SKL4400 Research Skills

This module aims to address the evaluative processes and practical difficulties faced by students when required to produce written assignments based on primary and secondary research. This skills module helps students with the practical difficulties in producing such assignments. It tackles

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issues such as how to formulate a research title? Where does one access quality information? Upon successful completion of the module, students would be able to ascertain what is the best way to collect and interpret obtained data, and how to represent their findings in a way that is honest and transparent.

STG5500 Business Planning

Serves as a key preparation for Level 300 studies, integrating elements of marketing, finance and research, and provides a bridge to the required Level 300 modules of Corporate Strategy and the Dissertation. A key element of any viable business should be a practical business plan, outlining the market opportunity and the resources required to meet the need identified, along with a plan of what needs to happen and when. This module exposes students to business planning, outlining the elements required, and having them construct a business plan for an SME business of their own choosing.

STG6100 Corporate Strategy

Explores how organisations can create and implement strategy. Emphasis will be placed upon larger organisations. Upon completion of this module, students will understand where an organisation currently is, where it might want to get to, and how it might get there. This involves understanding what is going outside the organisation (in terms of the environment/ industry/ market etc) and internally (culture, structure, etcetera), as well as how they might go about the messy process of managing change. A significant number of tools and techniques will be covered. By the end of the course students will be able to combine the insights from a range of these techniques to give a multi-faceted view of the organisation, its situation and what it should do.

STG6330 E-Business Strategies

Explores many different aspects of conducting business over the Internet, particularly from marketing and strategic perspectives. A variety of business modules will be examined, including business-to-business, business-to-consumer, and consumer-to-business. Upon successful completion, students will be able to analyse critically the business model of a firm and to determine the role that the Internet and related technologies should play in supporting or enabling the model. They will also be able to produce an E-Business start-up strategy and present it in a professional and concise manner.

STG6730 Strategic Thinking

This module builds on the tools and techniques introduced in the Corporate Strategy module. It gives students practice in using the tools in a more holistic fashion, giving them a greater appreciation of which tool should be used when, and adding a wider range of techniques. In particular this module devotes significant space to Strategy Dynamics approaches, viewing organisations and many of the things they deal with (including customers) as resources, and encouraging stu-

dents to map the interactions between these resources to better understand and potentially manage the business dynamics involved.

STM5100 Sustainability in Business

This module aims to offer students an understanding of the relationship between concepts of sustainability and the business context. At its core lies the understanding that sustainability is an ongoing relationship between economics, ethics and environment (people, planet, profit), where the implication of this relationship in the business context becomes the focus of the student learning experience. It combines both theoretical and practice based approaches to sustainability and business in order to develop students' ability to argue for the value of sustainable thinking in future business organisations.

STM5410 Ecological Challenges and Environmental Management

Environmental problems like pollution and resource depletion have become a key factor that no business can afford to ignore. This module contains a macro and micro approach to environmental sustainability, which for the purposes of this module should be understood as the kinds of practices that people and businesses can repeat for the long term without destroying the ecological balance of the planet. Sustainability is both a constraint for business, since it requires managers to change their way of organizing corporate activities, but also an opportunity, given the possibilities being created as the world transitions to new forms of economic, political and social organization. Upon completion students will be able to engage in an insightful way with the debate around environmental issues within the context of sustainability and explore environmental sustainability as a key growth area.

STM5900 Corporate Social Responsibility

This module focuses on how managers can implement effective strategies in relation to corporate sustainability and corporate social responsibility issues in their organisation. Some of the topics covered include cultural change, value versus values and leadership in sustainability. The emphasis is on the change strategies – incremental and transformative – required to shift organisations towards CSR. The subject examines the role played by chief executives, business managers, employees and other stakeholders as change agents for corporate social responsibility.

STM6710 Knowledge Management and Sustainability

This module takes a broad view of knowledge management as a subject that includes communication, sense-making, learning, intangible assets, human resources, organisational knowledge and knowledge technologies. Knowledge creation, situated in a local context, is related to international interconnectedness and globalisation and its relationship to the concepts of sustainability. The module aims to offer students an ability to differentiate between simplistic knowledge management 'solutions' and the process of knowing how to 'make a difference' – the practice of power –

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which lies at the heart of effective management, thus leading to sustainable management of change within business context.

STM6730 Sustainability in the Global Trade Supply Chain

The concept of sustainable development has emerged as the realisation has grown that the natural resources that the world's populations depend on are not finite. Global evidence increasingly emphasises that the gradual warming of the planet through the accumulation of carbon dioxide (CO₂) will destroy the planet and human life if humans do not take steps to limit the increasing degradation of the planet. Global trade has been increasing quickly in recent years as the process of globalisation has developed, and involved most countries. Although, within the context of global trade supply chain, much of the problem of global warming is caused by transport emissions, the problem of sustainability links into global trade by a natural desire to ensure that the resources that are used should be sustained for the benefit of future generations. This module, in terms that relate to global trade, examines the supply chains that criss-cross the globe and investigates critically the changes that need to be considered if the resources used in those supply chains are to become sustainable. Upon its completion, students would have gained a critical understanding of the relationship between economics, ethics and environment and its impact on the global trade supply chain.

As part of assessment this module involves an Experiential Learning Weekend. During the weekend, students take part in a variety of tasks, some of which are physically demanding. Therefore, if students have a physical disability or long-term health condition that may impact on their ability to travel to/participate in the Leadership Weekend, they are strongly advised to make staff aware of this at the earliest possible opportunity, so that appropriate arrangements can be made in advance. Please note, in order for such arrangements to be made, students should already have a Student Support Agreement set up, following consultation with the Disability Officer. The Disability Officer will need to liaise with the Programme Director, in order to ensure that they are able to meet the required learning outcomes of the module.

STM6800 Strategy, Innovation and Sustainable Global Enterprise

This module explores the connections between 'global sustainability' and business strategy, as it lends itself to the unlimited business opportunities arising through a need to address the world's most difficult problems. Environmental thinking and social responsiveness are integrated proactively into core business processes, systems, strategies and are often the driving force for innovation. For growing number of companies, competitive advantage is rooted in such new capabilities as eco-efficiency, stakeholder dialogue, clean technology, green energy and many others. Upon successful completion of this module students will gain not only an understanding of the relationship innovation and sustainable global enterprise, but also will be able to think strategically around the issues such a perspective entails.

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L	Class	New Code	Old Code
1	GCM	SKL4100	BUS190
1	GCM	SKL4200	COS180
1	GCM	ECO4300	ECO160
1	GCM	BUS4100	BUS110
1	GCM	LAW4250	BUS250
1	GCM	GST4400	n.a.
1	GCM	SKL4400	n.a.
1	GCM	SKL4300	BUS180
1	GCM	MGT4500	n.a.
1	GCM	MKT4700	MKT160
1	GCM	ACC4800	ACC120
1	GCM	DSM4600	DSM120
2	GCM	HRM5300	BUS230
2	GCM	MGT5100	n.a.
2	GCM	MKT5300	MKT230
2	GCM	ACC5200	ACC220
2	GCM	DSM5200	n.a.
2	GCM	STG5500	n.a.
2	GCM	STM5100	n.a.
2	PCM-GBM	BUS5900	INB240
2	PCM-GBDM	DSM5900	DSM210
2	PCM-GFM	FIN5900	FIN210
2	PCM-GMM	MKT5900	MKT240
2	PCM-GBSM	STM5900	n.a.
3	GCM	DIS6300	DIS330
3	GCM	DIS6900	DIS350
3	GCM	STG6100	BUS310
3	PCM-GBM	MGT6800	BUS320
3	PCM-GBDM	DSM6800	DSM350
3	PCM-GFM	FIN6800	FIN310
3	PCM-GMM	MKT6800	MKT315
3	PCM-GBSM	STM6800	n.a.

Legend: GCM= general code module; PCM= Pathway core module; PE/FCE= Pathway Elective and/or Free Choice Elective

Old Code	Title	A1	A2	A3	A4	A5	A6
Level 100 - All General Core							
BUS190	Business Communication						
COS180	ICT Skills				X		
ECO160	Economics for Business	X	X	X			
BUS110	Introduction to Global Business	X	X	X	X	X	
BUS250	Principles of Business Law	X		X			
n.a.	Foundations of Global Political Economy			X	X		
n.a.	Research Skills						
BUS180	Quantitative Business Analysis						
n.a.	Introduction to Management	X	X	X		X	X
MKT160	Principles of Marketing		X				
ACC120	Financial Accounting I		X		X		
DSM120	Introduction to Creative Thinking in Business		X		X	X	
Level 200 - Core Modules							
BUS230	Human Resource management	X		X			X
n.a.	Issues in Contemporary Management	X	X	X		X	X
MKT230	Marketing Communications		X	X	X	X	
ACC220	Management Accounting	X	X	X		X	
n.a.	Managing Design for Business	X	X	X	X	X	
n.a.	Business Planning	X		X		X	
n.a.	Sustainability in Business	X	X				X
Level 200 - Pathway Core Modules							
NB240	Issues in Global Business		X	X		X	
DSM210	Principles of Design Management	X	X		X	X	
FIN210	Principles of Financial Management	X	X	X		X	
MKT240	Customer Relationship Management	X	X	X	X	X	X
n.a.	Corporate Social Responsibility		X	X	X		
Level 300 - General Core Modules							
DIS330	Dissertation, Proposal & Literature Review	X	X	X			
DIS350	Dissertation, Design & Submission	X	X	X			
BUS310	Corporate Strategy	X		X		X	X
Level 300 - Pathway Core Modules							
BUS320	Managing Global Trade Operations	X	X	X	X	X	
DSM350	Design Management in Practice	X	X	X	X	X	X
FIN310	Multinational Financial Management	X	X	X	X	X	
MKT315	Strategic Marketing Management	X	X	X	X	X	X
n.a.	Strategy, Innovation, & Sustainable Global Enterprise	X	X	X		X	

d/or Free Choice Elective

D3	D4	D5	D6	D7	D8	D9	D10	E1	E2	E3	E4	E5
		X	X		X		X	X		X	X	X
			X		X	X		X		X		
X	X		X					X		X		
		X	X		X				X	X	X	
X			X									
X		X	X		X			X	X	X		
	X	X	X			X		X		X	X	X
X				X				X		X		
X		X	X		X		X	X	X	X		
X										X		
X		X	X		X		X	X	X	X		
X												
X	X			X		X		X		X		
X	X				X	X	X	X	X	X	X	X
X		X	X				X	X	X	X	X	X
X		X	X		X		X	X	X	X		X
X		X	X	X		X		X		X		
X		X	X		X	X	X	X	X	X	X	X
X		X	X					X	X	X		
X	X	X	X		X	X	X	X	X	X	X	X
X				X				X		X		
X	X							X		X		X

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L	Class	New Code	Old Code
3	PE/FCE	STG6330	BUS330
3	PE/FCE	MGT6340	BUS340
3	PE/FCE	MGT6310	INB310
3	PE/FCE	HRM6320	INB320
3	PE/FCE	MGT6350	n.a.
3	PE/FCE	BUS6360	n.a.
3	PE/FCE	DSM6410	DSM310
3	PE/FCE	DSM6420	DSM320
3	PE/FCE	DSM6430	DSM330
3	PE/FCE	DSM6460	DSM360
3	PE/FCE	DSM6440	n.a.
3	PE/FCE	FIN6630	FIN325
3	PE/FCE	FIN6640	FIN340
3	PE/FCE	FIN6650	FIN350
3	PE/FCE	FIN6660	FIN360
3	PE/FCE	MKT6510	MKT310
3	PE/FCE	MKT6520	MKT320
3	PE/FCE	MKT6550	MKT350
3	PE/FCE	MKT6560	MKT360
3	PE/FCE	MKT6540	n.a.
3	PE/FCE	FIN6620	n.a.
3	PE/FCE	STM6710	n.a.
3	PE/FCE	STM6730	na.
3	PE/FCE	LAW6710	n.a.
3	PE/FCE	IRM6720	n.a.
3	PE/FCE	STG6730	n.a.

Legend: GCM= general code module; PCM= Pathway core module; PE/FCE= Pathway Elective and/or Free Choice Elective

Old Code	Title	A1	A2	A3	A4	A5	A6
Level 300 - GBM PEs							
BUS330	E-Business Strategies	X		X	X	X	
BUS340	Management Issues for the Family Run Business	X	X	X		X	X
INB310	Global Resource Management		X	X	X	X	
INB320	Global Human Resource Management	X	X	X			X
n.a.	Organisational Behaviour in a Global Context	X	X	X	X	X	
n.a.	Entrepreneurship in the Global Environment					X	X
Level 300 - GBDM PEs							
DSM310	Managing Design and Sustainability Innovation	X	X	X	X	X	X
DSM320	Managing the Design Process	X	X	X		X	X
DSM330	Managing New Products & Services through Design	X	X	X	X	X	
DSM360	Managing Change: Design Management Perspective	X	X	X	X	X	X
n.a.	Managing Strategic Design	X	X	X	X	X	X
Level 300 - GFM PEs							
FIN325	Global Accounting Standards and their Development	X	X	X	X	X	
FIN340	Issues in Corporate Finance		X	X		X	
FIN350	Financial Portfolio Management		X		X		
FIN360	Managing Real Estate Investment	X		X			X
Level 300 - GMM PEs							
MKT310	Retail and Channel Management		X	X		X	
MKT320	Global Marketing Management	X	X	X	X		X
MKT350	Global Media Management		X	X	X	X	
MKT360	Strategic Sales Management		X	X		X	X
n.a.	Service Systems and Marketing		X	X	X	X	
Level 300 - GBSM PE							
n.a.	Global Financial Ethics		X				
n.a.	Knowledge Management and Sustainability		X			X	
n.a.	Sustainability in the Global Trade Supply Chain	X	X	X	X	X	
Level 300 - FCEs							
n.a.	Corporate Law for Managers	X	X	X			
n.a.	Information Systems for Competitive Advantage	X		X	X	X	
n.a.	Strategic Thinking	X		X	X	X	X

/or Free Choice Elective

Appendix One - Module Assessment Plan 68

D2	D3	D4	D5	D6	D7	D8	D9	D10	E1	E2	E3	E4	E5
X	X	X	X			X	X		X		X		
	X		X	X		X			X	X	X		X
X	X					X			X		X		
X	X		X					X	X	X	X	X	X
	X								X		X		
X		X		X					X	X	X		X
	X	X	X	X		X	X		X	X	X	X	X
X	X		X	X		X		X	X	X	X	X	X
X	X	X	X	X		X		X	X	X	X	X	X
X	X	X	X	X		X		X	X	X	X	X	X
	X					X			X	X	X		
	X					X			X		X		
X	X		X			X	X		X	X	X	X	X
X	X					X			X	X	X		
X	X		X			X			X	X	X		
X	X		X	X		X	X		X	X	X		
X	X	X		X					X		X	X	
X	X		X		X				X		X	X	
X	X		X		X			X	X	X	X	X	X
X	X		X	X	X		X		X		X		
X	X	X	X	X			X	X	X	X	X		

69 Appendix Two - Electives

Level 2 Electives:

Global Business Management:

GST5550 Issues in Global Political Economy
GST5560 Regional Developments in the Global Environment - Europe
LAW5570 E-Business Law
MGT5540 Managing New Ventures

Global Business and Design Management:

DSM5660 Project Management in Creative Industries
DSM5670 Corporate Brand Management
LAW5650 Intellectual Property Law
MKT5670 Copywriting for Marketers

Global Business and Sustainability Management:

STM5410 Ecological Challenges and Environmental Management
FIN5850 Finance and Accounting for Sustainability
MKT5750 Social Marketing

Global Financial Management:

ACC5820 Financial Accounting 2
FIN5840 Assurance and Audit in the Global Environment
FIN5860 Company Analysis and Valuation
FIN5880 Corporate Tax Issues in the Global Environment

Global Marketing Management:

DSM5670 Corporate Brand Management
MKT5740 Marketing Research and Forecasting
MKT5760 Copywriting for Marketers
MKT5780 Public Relations

Also available for all students:

IRM5500 Managing Information and Systems

Level 3 Electives:

Global Business Management:

BUS6320 Entrepreneurship in the Global Environment
HRM6320 Global Human Resource Management
MGT6310 Global Resource Management
MGT6340 Management Issues for the Family Run Business
MGT6350 Organisational Behaviour in a Global Context
STG6330 E-Business Strategies

Global Business and Design Management:

DSM6420 Managing the Design Process
DSM6430 Managing New Products & Services through Design
DSM6440 Managing Strategic Design
DSM6460 Managing Change: Design Management Perspective

Global Business and Sustainability Management:

DSM6410 Managing Design and Sustainability Innovation
FIN6620 Global Financial Ethics
STM6710 Knowledge Management and Sustainability
STM6730 Sustainability in the Global Trade Supply Chain

Global Financial Management:

FIN6630 Global Accounting Standards and their Development
FIN6640 Issues in Corporate Finance
FIN6650 Financial Portfolio Management
FIN6660 Managing Real Estate Investment

Global Marketing Management:

MKT6510 Retail & Channel Management
MKT6520 Global Marketing Management
MKT6550 Global Media Management
MKT6560 Strategic Sales Management
MKT6540 Service Systems and Marketing

Also available for all students:

IRM6720 Information Systems for Competitive Advantage
LAW6710 Corporate Law for Managers
STG6730 Strategic Thinking

The following pathway core modules are also available for students not within that pathway to choose as free choice electives:

DSM6800 Design Management in Practice
FIN6800 Multinational Financial Management
MKT6800 Strategic Marketing Management
STM6800 Strategy, Innovation and Sustainable Global Enterprise

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