



**UNIVERSITY  
OF LONDON**

# Programme Specification 2024–2025

Business Administration  
with pathways in Human  
Resource Management,  
International Business,  
and Marketing  
(New Regulations)

BSc  
CertHE

**Important document – please read**

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## Important information regarding the Programme Specification

**Last revised 1 February 2024**

The Programme Specification gives a broad outline of the structure and content of the programme, the entry-level qualifications, as well as the learning outcomes students will achieve as they progress. Some of the information referred to in this programme specification is included in more detail on the University of London website. Where this is the case, links to the relevant webpage are included.

Where links to external organisations are provided, the University of London is not responsible for their content and does not recommend nor necessarily agree with opinions expressed and services provided at those sites.

If you have a query about any of the programme information provided, whether here or on the website, registered students should use the *ask a question* tab in the [student portal](#); otherwise the *Contact Us* button on each webpage should be used.

### Terminology

The following language is specific to the Business Administration programme:

**Module:** individual units of the programme are called modules. Each module is a self-contained, formally-structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria.

**Stage:** the term Stage is used to describe the three levels of the degree: Stage 1 (equivalent to FHEQ Level 4), Stage 2 (equivalent to FHEQ Level 5) and Stage 3 (equivalent to FHEQ Level 6).

### Attendance requirements

Students first registering for the programme from 2021–2022 must attend a full- or part-time programme of instruction at a teaching centre that is recognised to teach the programme.

2020–2021 was the last year that students were able to join the programme without attending a recognised teaching centre. Students who are already registered in this way without attending a recognised teaching centre, or who transfer from the Old Regulations to the New Regulations, may continue with their programme of study for the remainder of their registration period without attending a recognised teaching centre.

### Key revisions made

Programme specifications are revised annually. Royal Holloway, as part of its annual review, confirms the programme structure and the educational aims and learning outcomes, and advises on any development in student support.

Where changes have been made which may impact on continuing students, these are listed below. For all new students, the programme and general information provided in this document is correct and accurate and will be applicable for the current year.

**Significant changes made to the Business Administration programme  
specification 2024–2025**

- Students may not normally request a lower intermediate qualification if studying on a higher qualification (except as an exit qualification) or accumulate these qualifications as they progress from lower to higher qualifications.



## Programme title and qualifications

Undergraduate degrees of the University of London are awarded with Honours. The award certificate will indicate the level of the academic performance (Honours) achieved by classifying the award. The classification of the degree will be based on the ratified marks from the completed assessments.

The standard classification system for Bachelor's degrees with Honours is:

First-Class; Upper Second-Class; Lower Second-Class; Third-Class.

A Pass Degree or Ordinary Degree is a degree without Honours.

Specific rules for the classification of awards are given in the [Programme Regulations](#), under Scheme of Award.

### Programme title

Business Administration

### Qualifications

- Bachelor of Science in Business Administration
- Bachelor of Science in Business Administration with Marketing
- Bachelor of Science in Business Administration with Human Resource Management
- Bachelor of Science in Business Administration with International Business
- Certificate of Higher Education in Business Administration

### Intermediate qualifications

The intermediate qualification for this programme is the Certificate of Higher Education in Business Administration. Students may not normally request a lower intermediate qualification if studying on a higher qualification (except as an exit qualification) or accumulate these qualifications as they progress from lower to higher qualifications.

The specific rules are given in the Programme Regulations under Progression rules.

### Exit qualifications

The exit qualifications for this programme are:

- Diploma of Higher Education in Business Administration
- Certificate of Higher Education in Business Administration

Students who, for academic or personal reasons, are unable to complete the 360 credits required for the Bachelor of Science award may exit with the successful completion of 240 credits or 120 credits and be awarded a Diploma of Higher Education or Certificate of Higher Education respectively.

Exit qualifications are granted at the discretion of the Board of Examiners and once a student has accepted an exit qualification they will not be permitted to continue their study of the same qualification with the University of London.

## Individual modules

There is no provision for individual modules of the programme to be studied on a stand-alone basis.

## Qualification titles may be abbreviated as follows:

Bachelor of Science – BSc

Diploma of Higher Education – DipHE

Certificate of Higher Education – CertHE

## Level of the programmes

The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (FHEQ) forms part of the UK Quality Code for Higher Education of the [Quality Assurance Agency for Higher Education](#) (QAA).

The qualifications are placed at the following Levels of the FHEQ:

BSc: Level 6

DipHE: Level 5

CertHE: Level 4

## QAA subject benchmark

See the [QAA website](#) for information:

The latest [QAA subject benchmark statement](#) for bachelor's degrees with honours in business and management was published in November 2019.

## Awarding body

University of London

## Registering body

University of London

## Academic direction

Royal Holloway, University of London

## Accreditation by professional or statutory body

Not applicable

## Language of study and assessment

English

## Mode of study

Students are required to attend a full- or part-time programme of instruction at a teaching centre that is recognised by the University to teach the programme.

The University of London website provides an overview of [teaching centres](#).

## Programme structures

### BSc Honours degree

The BSc Honours in Business Administration consists of 12 modules:

- Four Stage 1 modules (FHEQ Level 4);
- Four Stage 2 modules (FHEQ Level 5), including one specific to your elected pathway, as applicable;
- Four Stage 3 modules (FHEQ Level 6), including two specific to your elected pathway, as applicable.

There are four pathways to the BSc degree: a general pathway and three specialist pathways in Marketing, Human Resource Management and International Business.

A student who successfully completes the general pathway will be awarded the BSc Business Administration. A student who successfully completes a specialist pathway will have the name of the pathway reflected in the title of the award.

### CertHE

The CertHE Business Administration consists of four modules.

### DipHE, CertHE and BSc Business Administration

An unclassified BSc consists of passes in 300 credits and achieving an overall average of between 35%-39%.

The DipHE Business Administration (exit qualification only) consists of passes in 240 credits or 210 credits plus a condonable fail to the value of 30 credits.

The CertHE Business Administration consists of passes in 120 credits.

Full details of the Scheme of Award are included in the [Programme Regulations](#).

## Maximum and minimum periods of registration

Any requests for extensions to the maximum period of registration will be at the Programme Director's discretion.

The minimum periods of registration, from a student's effective date of registration, are:

	Minimum
<b>BSc in Business Administration</b>	Three years*
<b>CertHE in Business Administration</b>	One year

\* This period may vary if prior learning is recognised and accredited.

See the [General Regulations](#) for the maximum periods of registration for these qualifications.

Students will retain the period of registration initially given to them on registration if the maximum registration period for their qualification changes during their studies.

Study materials are made available after registration and on payment of the applicable fee.

### **Credit value of modules**

Further information about the credit systems used by universities in the UK and Europe is provided by the [Quality Assurance Agency](#) and the [European Credit Transfer and Accumulation System](#).

Where credits are assigned to each modules of a programme, credit indicates the amount of learning carried out in terms of the notional number of study hours needed, and the specified FHEQ credit level indicates the depth, complexity and intellectual demand of learning involved. The details below indicate the UK credits and the European Credit Transfer and Accumulation System (ECTS) values.

For the Business Administration programme, all modules are worth 30 credits, or 15 ECTS.

One UK credit equates to a notional ten hours of study.

### **Recognition of prior learning**

Recognition of prior learning is a generic term for the process by which we recognise and, where appropriate, award credit for learning that has taken place at an institution other than the University of London.

Where the prior learning covered a similar syllabus to a module on the University of London programme, credit will be awarded as if you took the University of London module.

See the [General Regulations \(Section 3\)](#) and [Programme Regulations](#) for more rules relating to prior learning.

For this programme the University of London may recognise your prior learning and award you credit towards the BSc award. Prior learning will not be recognised or accredited for the CertHE qualification.



## Entrance requirements

Applicants must submit an application in line with the procedures and deadlines set out on the [website](#).

All entrance requirements are set out in detail on the programme page under the [Entry requirements tab](#).

We consider qualifications from around the world. Details are available [here](#) and in the [Qualifications for Entrance](#) schedule

### General entrance requirements for Undergraduate Degrees

#### Age:

Applicants must normally be at least 17 years of age on or before the registration deadline.

#### Qualifications:

Applicants must

- have passed qualifications that satisfy category G in the Qualifications for Entrance schedule.
- meet any additional programme-specific entrance requirements; and
- satisfy English language requirements.

The Qualifications for Entrance schedule can be found on the [website](#).

### Entrance requirements for Certificates of Higher Education

#### Age:

Applicants should check eligibility criteria which are given under the [Entry requirements tab](#) of the programme.

#### Qualifications:

Applicants must

- meet programme-specific entrance requirements; and
- satisfy English language requirements.

### English language requirements

All applicants must satisfy the English language requirements for the programme. These are set out in detail on the programme page under the [Entry requirements tab](#). All teaching is in English, therefore, students need to have the required level of written and spoken English to cope with their studies right from the start.

Additional information on English language proficiency tests are given on the [website](#).

Where an applicant does not meet the prescribed English language proficiency requirements but believes that they can demonstrate the requisite proficiency for admission the University may, at its discretion, consider the application.

## Internet access and computer specification

Students will require regular access to a portable computer with an internet connection to use the University of London's online resources and systems.

Students must be able to download and install software to their Windows or MacOS device to include secure examination browsers for online assessment purposes (if offered on their programme of study). Depending on the security settings for each assessment students may be required to have full administrator rights on their computer to install and run the software needed to take part in the assessment. Full administration rights are likely to apply to a computer that they own but not to one provided by their employer, for example.

## Computer requirements

The portable computer must have at least the following minimum specification:

- Windows: 10 and 11 on 64-bit platforms
- MacOS Big Sur (version 11) and higher
- CPUs newer than 2011 (Intel Sandy Bridge (Core i3, i5 and i7 or newer))
- OpenGL 2.0 graphics driver
- Web camera & microphone (internal or external)
- A broadband internet connection capable of streaming video and a minimum of 0.15Mbps upload speed.

Minimum device requirements are subject to change and older operating systems may become obsolete over time. It should also have the following applications installed:

- Word processor (for Microsoft Word documents)
- A PDF reader (e.g. Adobe)

Some modules/courses may have additional requirements such as video and audio recording options, Microsoft Excel, STATA, statistical or other specialist software. Where this is the case you will find information on the course webpages.

We are developing further security protocols and therefore students will require a mobile device (such as a mobile phone or tablet/iPad) to approve for our services. Full details, including specifications, will be provided ahead of the implementation.

**Please note:** full mobile access is not available for all programmes. Proctored assessments will not work on any smartphone, tablet, Chromebook, Linux Operating Systems or other mobile device of any kind.

## CertHE attendance requirements

CertHE students must attend a [recognised teaching centre](#). If your attendance record is not satisfactory and drops below 80% you may be refused entry to an examination.

## BSc attendance requirements

BSc students who first register on the programme in 2021–2022 and thereafter must attend a recognised teaching centre.

## Students with access requirements

The University of London welcomes applications from disabled students and/or those who have access requirements. The University will make every effort to provide reasonable adjustments to enable those with a disability, learning difficulty or access requirements to have the same opportunity as all other students to successfully complete their studies.

The University is committed to managing the application procedure and the programme itself to ensure that services are accessible for all students and that an inclusive environment is created. Students with a disability, or others who may need access arrangements to assist in taking assessments, should complete the relevant section of the application form, or contact the [Inclusive Practice Manager](#). A separate room or other arrangements may be considered.

Requests are considered by a University panel, whose purpose is to ensure that students with disabilities and/or specific access requirements are neither advantaged nor disadvantaged by such arrangements when compared with other students. These considerations remain separate from the academic selection processes.

For further information see the [Inclusive Practice Policy](#).

## Sources of funding and scholarships

Information about potential sources of funding and scholarships is updated annually and where available is included in the prospectus web pages.

For further information see [Funding your study](#) on the website.

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## Educational aims and learning outcomes of the programmes

### Educational aims – BSc

Business Administration is a broad-based academic subject and a field of study with practical implications offering the chance to develop related personal and technical skills. The aim of a programme in Business Administration and Management is not to produce students who are fully-fledged managers, since this can only occur with genuine management experience. The curriculum is based around a progressive ‘spine’ of mandatory modules, which reflect the variety of perspectives (institutional, comparative, international, critical and strategic) that inform an understanding of Business Administration and Management. The degree structures are progressive, allowing students to move from Stage 1 modules to more critical or specialist modules.

A range of modules is offered to ensure that students appreciate the diverse, interdisciplinary nature of management and also gain or reinforce a range of conceptual, technical, quantitative and personal skills.

Stage 1 provides a foundation for advanced and independent study through establishing a common platform of essential knowledge and skills.

(Stage 1 is equivalent to FHEQ Level 4 – successful completion of this stage would allow a student to exit with a Certificate of Higher Education).

Stage 2 provides students with a range of opportunities to build upon their foundation knowledge and develop their independent learning and a rigorous approach in the study of management.

(Stage 2 is equivalent to FHEQ Level 5 – successful completion of this stage and Stage 1 would allow a student to exit with a Diploma of Higher Education).

Stage 3 provides students with a range of opportunities to further advance their critical study of key management functions, their role within organisations, and their relationship to overall strategic management.

(Stage 3 is equivalent to FHEQ Level 6 and its successful completion results in the award of a BSc).

### Educational aims – CertHE

The CertHE Business Administration provides a foundation for advanced and independent study through establishing a common platform of essential knowledge and skills.

### Learning outcomes by programme: BSc Business Administration

#### Subject specific – knowledge and understanding:

- The organisation, its functions, and the context of business leading to a multifaceted appreciation of marketing and other management disciplines;
- The strategic and operational processes by which management plans and coordinates the use of resources with the general objective of securing or maintaining competitive advantage;
- The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political).

#### Skills and other attributes:

- Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different marketing and management attempts to solve them.

### Learning outcomes by Stage: Business Administration

Stage	Knowledge and understanding of:	Skills and other attributes:
<b>Stage 1</b> (Stage 1 is equivalent to FHEQ Level 4 – CertHE)	<p>A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business;</p> <p>A1.1: The principal interdisciplinary and</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B1: Ability to evaluate theory, research and practice within management.</p> <p><b>Transferable Skills</b></p>

Stage	Knowledge and understanding of:	Skills and other attributes:
	comparative perspectives that inform management theory and practice.	C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
<b>Stage 2</b> (Stage 2 is equivalent to FHEQ Level 5 –Exit award DipHE).	A2: Key managerial functions such as information systems, marketing, human resource management, accounting, operations management;  A2.1: How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors.	<b>Intellectual (thinking) skills</b>  B2: Capacity to critically apply methodologies in the analysis of management.  <b>Transferable Skills</b>  C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
<b>Stage 3</b> (Stage 3 is equivalent to FHEQ Level 6 –BSc)	A3: The organisation, its functions, and the context of business leading to a multifaceted appreciation of the Management discipline;  A3.1: The strategic and operational processes by which management plans and coordinates the use of resources with the general objective of securing or maintaining competitive advantage;  A3.2: The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political).	<b>Intellectual (thinking) skills</b>  B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them.  <b>Transferable Skills</b>  C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication

#### Transferable skills: definitions



- **Research:** the ability to analyse and evaluate a range of business data, sources of information and appropriate methodologies, which includes the need for strong digital literacy, and to use that research for evidence-based decision-making;
- **Self-management:** a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive, to plan, organise and manage time;
- **Problem solving:** analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions;
- **Numeracy:** the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena;
- **Netiquette:** respecting other users' views and displaying common courtesy when posting your views to online discussion groups and other internet-based mediums;
- **Written communication:** development of an argument through understanding structure, style and content related issues.

## **Learning outcomes by programme: Business Administration with Marketing**

### **Subject specific – knowledge and understanding:**

- The organisation, its functions, and the context of business leading to a multifaceted appreciation of marketing and other management disciplines;
- The strategic and operational processes by which management plans and coordinates the use of marketing resources with the general objective of securing or maintaining competitive advantage;
- The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political).

### **Skills and other attributes:**

- Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different marketing and management attempts to solve them.

## **Learning outcomes by Stage: Business Administration with Marketing**

<b>Stage</b>	<b>Knowledge and understanding of:</b>	<b>Skills and other attributes:</b>
<b>Stage 1</b> (Stage 1 is equivalent to FHEQ Level 4 – CertHE)	<p>A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business;</p> <p>A1.1: The principal interdisciplinary and comparative perspectives</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B1: Ability to evaluate theory, research and practice within management.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management</p>

Stage	Knowledge and understanding of:	Skills and other attributes:
	that inform management theory and practice;	C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
<b>Stage 2</b> (Stage 2 is equivalent to FHEQ Level 5 – Exit award DipHE).	<p>A2: Key managerial functions of marketing and its links with information systems, human resource management, accounting, operations management;</p> <p>A2.1: How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors;</p> <p>A2.2: Contemporary perspectives on marketing research and digital marketing in organisations.</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B2: Capacity to critically apply methodologies in the analysis of management.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>
<b>Stage 3</b> (Stage 3 is equivalent to FHEQ Level 6 – BSc)	<p>A3: The organisation, its functions, and the context of business leading to a multifaceted appreciation of marketing and other Management discipline;</p> <p>A3.1: The strategic and operational processes by which management plans and coordinates the use of marketing resources with the general objective of securing or maintaining competitive advantage;</p> <p>A3.2: The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political);</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>

Stage	Knowledge and understanding of:	Skills and other attributes:
	A3.3: Contemporary perspectives on global marketing, the consumer and advertising and branding.	

## Learning outcomes by programme: Business Administration with Human Resource Management

### Subject specific – knowledge and understanding:

- The organisation, its functions, and the context of business leading to a multifaceted appreciation of human resources management and management disciplines;
- The strategic and operational processes by which management plans and coordinates the use of human resources management with the general objective of securing or maintaining competitive advantage;
- The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political).

### Skills and other attributes:

- Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management and human resources management attempts to solve them.

## Learning outcomes by Stage: Business Administration with Human Resource Management

Stage	Knowledge and understanding of:	Skills and other attributes:
<b>Stage 1</b> (Stage 1 is equivalent to FHEQ Level 4 – CertHE).	<p>A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business;</p> <p>A1.1: The principal interdisciplinary and comparative perspectives that inform management theory and practice;</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B1: Ability to evaluate theory, research and practice within management.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>

Stage	Knowledge and understanding of:	Skills and other attributes:
<p><b>Stage 2</b> (Stage 2 is equivalent to FHEQ Level 5 –Exit award DipHE).</p>	<p>A2: Key managerial functions of human resources management and its links to information systems, marketing, accounting and operations management;</p> <p>A2.1: How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors;</p> <p>A2.2: Contemporary perspectives on organisational change and performance in organisations.</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B2: Capacity to critically apply methodologies in the analysis of management.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>
<p><b>Stage 3</b> (Stage 3 is equivalent to FHEQ Level 6 –BSc)</p>	<p>A3: The organisation, its functions, and the context of business leading to a multifaceted appreciation of human resources management and management discipline;</p> <p>A3.1: The strategic and operational processes by which management plans and coordinates the use of human resources management with the general objective of securing or maintaining competitive advantage;</p> <p>A3.2: The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political);</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>

Stage	Knowledge and understanding of:	Skills and other attributes:
	A3.3: Contemporary perspectives on International HRM within a global context.	

## Learning outcomes by programme: Business Administration with International Business

### Knowledge and understanding:

- The organisation, its functions, and the context of business leading to a multifaceted appreciation of international business and management disciplines;
- The strategic and operational processes by which management plans and coordinates the use of international management resources with the general objective of securing or maintaining competitive advantage;
- The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political).

### Skills and other attributes:

- Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different international management attempts to solve them;

## Learning outcomes by Stage: Business Administration with International Business

Stage	Knowledge and understanding of:	Skills and other attributes:
<b>Stage 1</b> (Stage 1 is equivalent to FHEQ Level 4 – CertHE)	<p>A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business;</p> <p>A1.1: The principal interdisciplinary and comparative perspectives that inform management theory and practice;</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B1: Ability to evaluate theory, research and practice within management.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>



Stage	Knowledge and understanding of:	Skills and other attributes:
<p><b>Stage 2</b> (Stage 2 is equivalent to FHEQ Level 5 – Exit award DipHE).</p>	<p>A2 How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors;</p> <p>A2.1: Contemporary perspectives on the global economy and multinational enterprise.</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B2: Capacity to critically apply methodologies in the analysis of management.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>
<p><b>Stage 3</b> (Stage 3 is equivalent to FHEQ Level 6 – BSc)</p>	<p>A3: The organisation, its functions, and the context of business leading to a multifaceted appreciation of international business and management discipline;</p> <p>A3.1: The strategic and operational processes by which management plans and coordinates the use of international management resources with the general objective of securing or maintaining competitive advantage;</p> <p>A3.2: The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political);</p> <p>A3.3: Contemporary perspectives on emerging and developed markets with a focus on Asia-Pacific and European contexts.</p>	<p><b>Intellectual (thinking) skills</b></p> <p>B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them.</p> <p><b>Transferable Skills</b></p> <p>C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication</p>

## Diploma of Higher Education in Business Administration

### Subject specific – knowledge and understanding:

- Key managerial functions such as information systems, marketing, human resource management, accounting, operations management;
- How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors.

### Skills and other attributes:

- Capacity to critically apply methodologies in the analysis of management and, additionally, marketing, human resource and international business management, as applicable.

## Certificate of Higher Education in Business Administration

### Subject specific – knowledge and understanding:

- The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business;
- The principal interdisciplinary and comparative perspectives that inform management theory and practice.

### Skills and other attributes:

- Skills in information technology, numeracy, and research;
- Ability to evaluate theory, research and practice within management.

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## Learning, teaching and assessment strategies

Students are required to attend a full- or part-time programme of instruction at a recognised teaching centre. The study materials provided are supplemented by tuition offered by the teaching centre.

The VLE is the students' primary learning resource provided by the University of London. The VLE covers the entire syllabus and provides the student with the grounding to complete the module and programme successfully. Each 30-credit module is structured around core 'capsules' of learning. There are fourteen 'capsules' for each module with self-contained learning outcomes that support the module and programme outcomes. The first twelve focus on:

- Four contemporary issues
- Four articles
- Four case studies

The last two focus on the assessment (examination/coursework). The approach moves away from a traditional chapter by chapter approach to module delivery with each capsule (contemporary issues/articles/case studies/assessment) comprising of a narrated presentation with associated activities both before and after the narrated presentation. Hence the approach adopts a specific approach to learning with 'activities-presentation-

follow up activities', designed to develop deep learning. Transcripts of narrated presentations are provided on Moodle.

Direct links to relevant book chapters, journal articles and worthy topical news items are incorporated into the VLE with a clear timetable to direct the learner through the module, content and activities. Formative online multiple choice questions are used to enable students to gauge their learning. Sample exam questions and past student reports are incorporated into specific activities associated with the capsules. Discussion forums are used to develop student knowledge and understanding with set activities to be completed throughout the module with the module tutor offering overall feedback to these set activities.

Assessment will be undertaken through both examination and coursework (60%:40%). Students are required to obtain an overall minimum mark of 40% to pass a module; this consists of a combination of the grades of both elements to the assessment (coursework and exam).

All coursework submissions will be submitted through Turnitin.

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## Assessment methods

Each module of the Business Administration programme is assessed by one two-hour unseen written examination and one item of coursework. The marks achieved for the written examination and the coursework will be weighted on a 60:40 basis to calculate the overall mark for the module.

An examination is defined as an element of assessment that takes place in a controlled environment. Students will be given details of how the modules on their programme are assessed, the specific environment or location that is permitted and the time allowed for the assessment.

The written examinations take place on one occasion each year, normally commencing in May. These are held at established centres worldwide.

Full details of the dates of all examinations are available on the <a href="#">website</a> .
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## Student support and guidance

The following summarises the support and guidance available to students:

- [Student Portal](#): for accessing student induction, study skills support, careers and employability resources, student wellbeing advice.
- University of London Careers Service – offers tailored careers and employability support to students whatever their course, wherever they are studying, and whether they are starting, developing, or changing their career. Support includes webinars led by careers consultants, employer and alumni panel events and a range of online careers resources.
- The Virtual Learning Environment (VLE). This gives access to materials (including lessons, activities and assignments) for each module studied and discussion forums for student and tutor interaction.
- The VLE also includes a range of additional study resources such as:

- Online student café and discussion areas which allow students to communicate with each other.
- Practice examination questions to aid revision.
- [Student Guide](#): This provides information which is common to all students and gives information about matters of importance from the start of a student's relationship with the University of London through to their graduation.
- [Programme Handbook](#). This tells students how to access available resources and assessment and examinations procedures.
- Induction and resource hub. This is a key source of information and support for study skills throughout the time on the programme.
- [Programme Regulations](#).
- [The Online Library](#): This provides a range of full-text, multidisciplinary databases where journal articles, e-books and reports can be found.
- University of London library: Registered students may use the resources located within the Senate House library.
- A University of London email account and web area for personal information management.

All students must make their own arrangements to study with a locally-based recognised teaching centre, and additional fees will be payable to the teaching centre.

Attendance at a recognised teaching centre is a requirement for students first registering on the programme from 2021–2022. BSc students who registered on the programme as independent learners in 2020–2021 or earlier, or who transfer as independent learners from the Old Regulations, may continue to learn independently, without registering with a teaching centre, for the duration of their registration period.

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## Quality evaluation and enhancement

The University of London delivers the majority of its online and distance learning programmes through a collaboration between the University of London Worldwide and University of London federation members. However, some of the online and distance learning programmes draw solely on academic input from the University of London and are delivered without academic lead by a federation member. The policies, partnerships (where applicable) and quality assurance mechanisms applicable for the programmes are defined in the following key documents: The Quality Assurance Schedules, Guidelines for Examinations, General Regulations and, for each programme, programme specific regulations.

### Awards standards

All University of London qualifications must comply with the Office for Students' (OfS) Conditions of Registration relating to quality and standards, which includes condition B5 (sector-recognised standards). This is to ensure appropriate standards for each qualification. In addition, every online and distance learning programme that is developed by a federation member of the University of London (or a consortium with representation by more than one federation member) will be developed to the same standard as would be applied within the institution concerned. Proportionate and robust approval procedures, including external

scrutiny and student engagement, are in place for all programmes. Learning materials are written and all assessments are set and marked by academic staff who are required to apply the University's academic standards.

## **Review and evaluation mechanisms**

Some of the key mechanisms in place to assure the standards of all University of London qualifications and the quality of the student experience, include:

- Annual programme reports: produced for all programmes in order to review and enhance the provision and to plan ahead;
- Independent external examiners: submit reports every year to confirm that a programme has been assessed properly and meets the appropriate academic standards;
- Annual student performance, progression and completion statistics;
- Periodic programme reviews: carried out every 4-6 years to review how a programme has developed over time and to make sure that it remains current and continues to provide a good student experience.

Enhancements are made as necessary to ensure that systems remain effective and rigorous.

## **Student feedback and engagement**

The principal channel for collecting feedback from students is the Student Experience Survey. Carried out every year, this collects feedback from the student body on a range of topics relating to the student lifecycle.

The results are analysed externally and then considered in a number of different ways, including by the programme team, principal committees and the senior leadership team. Details of any resulting actions taken are published on the Virtual Learning Environment and the Student Portal.

Additionally, on completion of their programme of study students will be invited to take a survey that seeks to measure what they have gained from their studies.

There are also opportunities for students to get involved in governance. An undergraduate and postgraduate student member is appointed by the University to the majority of committees through an annual appointment round. Some programmes also recruit student members at the programme level. Students are frequently invited to take part in quality review processes such as Periodic Programme Reviews, Programme approval, Thematic Reviews, MOOC review panels and ad hoc focus groups. Opportunities such as these are advertised through social media and on the website. More information can be found on the website.

Students can also apply to join the Student Voice Group, which meets four times a year to consider initiatives for enhancing student experience. Notes from these meetings are published on the Student Portal.



## After graduation

### Further study

Successful completion of the programme can allow students to progress to a higher level qualification in both the subject area and potentially many other subject areas.

### Graduate employment routes

Graduates of the programme have a sound basis for careers in a wide range of areas from major corporations and small businesses, across to not-for-profit organisations.

In recent years, students who have studied this field have entered many different management roles in functions such as human resources, accounting, marketing, production, operations, information technology and strategy. They have joined organisations in sectors as diverse as construction, pharmaceuticals, banking and finance, accountancy and manufacturing.

### The Alumni Community

Upon finishing a course of study, graduates automatically become part of the University of London alumni community, a diverse global network of more than one million graduates in over 180 countries, providing lifelong links to the University and to each other.

Alumni are encouraged to keep in touch after they graduate and to become active members of the alumni community; in return they receive a number of benefits and services, including an extensive programme of events and engagement opportunities.

More information is available on the alumni [webpage](#).

Follow the alumni community on social media: [Facebook](#), [Instagram](#), [LinkedIn](#)