UNIVERSITY OF LONDON

Programme Specification 2019–2020

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

BSc
CertHE

Important document – please read

Table of Contents

Important information regarding the Programme Specification

Last revised 22 May 2019

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:

Course: individual units of the programme are called courses. Each course 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).

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 2019-2020

The redeveloped Business Administration programme is offered for the first time this year.

The unseen written examination duration is now two hours. This has been revised from three hours.

Title and name of awards

Programme title

Business Administration

Students are registered on one of the following:

- 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

Exit awards

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

Individual courses

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

Level of the programmes

The Framework for Higher Education Qualifications in England, Wales and Northern Ireland (FHEQ) forms part of the UK Quality Code for Higher Education of the Quality Assurance Agency for Higher Education (QAA).

The awards are placed at the following Levels of the Framework for Higher Education Qualifications (FHEQ):

Bachelor of Science (BSc):   Level 6

Diploma of Higher Education (DipHE):   Level 5

Certificate of Higher Education (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 February 2015.

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

BSc

Flexible and online study

CertHE

For the CertHE in Business Administration, students are required to attend a full- or part-time programme of instruction at an institution that is recognised by the University to teach the programme.

> The website provides an overview of recognised teaching institutions and a [Directory of Institutions](#).

Programme structures

BSc Honours degree

The BSc Honours in Business Administration consists of 12 courses:

- Four Stage 1 courses (FHEQ Level 4);

- Four Stage 2 courses (FHEQ Level 5), including one specific to your elected pathway, as applicable;

- Four Stage 3 courses (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 in 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 in Business Administration consists of four courses.

Diploma and Certificate of Higher Education, and BSc in Business Administration

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

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

The CertHE in 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

The maximum and minimum period of registration, from a student's effective date of registration, are:

	Minimum	**Maximum**
BSc in Business Administration	Three years*	Eight years
CertHE in Business Administration	One year	Five years

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

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

Credit value of courses

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 course of a programme, credit indicates the amount of learning carried out in terms of the notional number of study hours needed, and the specified Framework for Higher Education Qualifications in England (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 programmes, all courses 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 course on the University of London programme, credit will be awarded as if you took the University of London course.

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 award.

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

The Qualifications for Entrance schedule can be found here: https://london.ac.uk/entrance-qualifications

Entrance requirements for Certificates of Higher Education

Age:

Applicants should check eligibility criteria which are given under the 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 Requirements tab.

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 computer with an internet connection to use the University of London's online resources and systems.

The computer should have at least the following minimum specification:

- a web browser with Cookies and JavaScript enabled (a latest version of Firefox or Chrome is recommended);
- a good internet connection;

And the following applications installed:

- Microsoft Word, PowerPoint and Excel or software that can read and convert these file types (e.g. .doc and .docx; .ppt and .pptx; .xls and .xlsx);
- a pdf reader.

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.

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 examinations, 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.

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 courses, 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 courses to more critical or specialist courses. A range of courses 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 in 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 in 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:
Stage 1 (Stage 1 is equivalent to FHEQ Level 4 – CertHE)	A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business; A1.1: The principal interdisciplinary and comparative perspectives that inform management theory and practice.	**Intellectual (thinking) skills** B1: Ability to evaluate theory, research and practice within management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
Stage 2 (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.	**Intellectual (thinking) skills** B2: Capacity to critically apply methodologies in the analysis of management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication

| Stage 3 (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). | **Intellectual (thinking) skills**

B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them.

Transferable Skills

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

Stage	Knowledge and understanding of:	Skills and other attributes:
Stage 1 (Stage 1 is equivalent to FHEQ Level 4 – CertHE)	A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business; A1.1: The principal interdisciplinary and comparative perspectives that inform management theory and practice;	**Intellectual (thinking) skills** B1: Ability to evaluate theory, research and practice within management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
Stage 2 (Stage 2 is equivalent to FHEQ Level 5 – Exit award DipHE).	A2: Key managerial functions of marketing and its links with information systems, 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;	**Intellectual (thinking) skills** B2: Capacity to critically apply methodologies in the analysis of management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication

	A2.2: Contemporary perspectives on marketing research and digital marketing in organisations.	
Stage 3 (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 marketing and other Management discipline; 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; A3.2: The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political); A3.3: Contemporary perspectives on global marketing, the consumer and advertising and branding.	**Intellectual (thinking) skills** B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication

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:
Stage 1 (Stage 1 is equivalent to FHEQ Level 4 – CertHE).	A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business; A1.1: The principal interdisciplinary and comparative perspectives that inform management theory and practice;	**Intellectual (thinking) skills** B1: Ability to evaluate theory, research and practice within management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
Stage 2 (Stage 2 is equivalent to FHEQ Level 5 – Exit award DipHE).	A2: Key managerial functions of human resources management and its links to information systems, marketing, accounting and operations management; A2.1: How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors; A2.2: Contemporary perspectives on organisational change and performance in organisations.	**Intellectual (thinking) skills** B2: Capacity to critically apply methodologies in the analysis of management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication

Stage 3 (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 human resources management and management discipline;	Intellectual (thinking) skills
		B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them.
	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;	**Transferable Skills**
		C1: Research
		C2: Self-management
		C3: Problem Solving
		C4: Numeracy
		C5: Netiquette
		C6: Written communication
	A3.2: The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political);	
	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:
Stage 1 (Stage 1 is equivalent to FHEQ Level 4 – CertHE)	A1: The discipline of management with an emphasis on the historical, political, cultural, ethical and institutional forces shaping modern business; A1.1: The principal interdisciplinary and comparative perspectives that inform management theory and practice;	**Intellectual (thinking) skills** B1: Ability to evaluate theory, research and practice within management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
Stage 2 (Stage 2 is equivalent to FHEQ Level 5 – Exit award DipHE).	A2 How organisations develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors; A2.1: Contemporary perspectives on the global economy and multinational enterprise.	**Intellectual (thinking) skills** B2: Capacity to critically apply methodologies in the analysis of management. **Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication
Stage 3 (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 international business and management discipline;	**Intellectual (thinking) skills** B3: Ability to analyse real-life problems facing actual businesses and evaluate the effectiveness and limitations of different management attempts to solve them.

	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; A3.2: The emergence of the global economy and multinational firms, using various theoretical approaches (economic management, international relations and geo-political); A3.3: Contemporary perspectives on emerging and developed markets with a focus on Asia-Pacific and European contexts.	**Transferable Skills** C1: Research C2: Self-management C3: Problem Solving C4: Numeracy C5: Netiquette C6: Written communication

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.

Learning, teaching and assessment strategies

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

- Four contemporary issues

- Four articles

- Four case studies

The last two focus on the assessment (exam/coursework). The approach moves away from a traditional chapter by chapter approach to course 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 course, 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 course with the course 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 course; 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.

Assessment methods

Each course 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 course.

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 website.

Student support and guidance

The following summarises the support and guidance available to students:

- 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.

- The Virtual Learning Environment (VLE). This gives access to materials (including lessons, activities and assignments) for each course 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.
    - Employability skills module; guidance on how to manage your career in the future.

- Induction and resource hub. This is a key source of information and support for study skills throughout the time on the programme.

- Programme Handbook. This tells students how to access available resources and assessment and examinations procedures.

- Programme Regulations.

- The University of London (UoL) 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 CertHE students must also attend a locally-based teaching institution. Students must make their own arrangements and additional fees will be payable to the institution they work with.

BSc students may choose to attend locally-based teaching institutions. Students must make their own arrangements to work with institutions which provide full-time classes, regular part-time classes or occasional revision sessions. Additional fees will be payable to the institution.

Quality evaluation and enhancement

The University of London collaborates with the member institutions to deliver the University of London programmes. The policies, partnerships and systems are defined within the key documents: The Quality Framework, the Quality Assurance Schedules, Guidelines for Examinations, General Regulations and, for each programme, programme-specific regulations.

Parity of award standards

Every programme of study is developed by a member institution of the University of London (or a consortium with representation by more than one member institution) to the same standards as would be applied in the institution concerned. Proportionate and robust approval procedures, including external scrutiny and student engagement, are in place.

Learning materials are written and examinations are set and marked by academic staff who apply the University's academic standards.

Review and evaluation mechanisms

Procedures are in place to assure the standards of the award and the quality of the student experience, which include programme development, delivery, management, systematic monitoring and ongoing review and enhancement of all University of London programmes. Improvements are made as necessary to ensure that systems remain effective and rigorous.

- Annual programme reports are produced for all programmes in order to review and enhance the provision and to plan ahead;
- Every year independent external examiners submit reports to confirm that a programme has been assessed properly and meets the appropriate academic standards;
- Annual student information statistics are produced and are referenced in all systematic reporting within the University of London;
- Periodic programme reviews are carried out every 4–6 years to review how a programme has developed over time and to make sure that it remains current and up-to-date.

Student feedback mechanisms

The Student Experience Survey, carried out every two years, collects feedback from the student body on a range of topics relating to the student lifecycle. The results are considered in a number of different ways, including by the Pro-Vice Chancellor, the programme team, principal committees and departments at the University of London responsible for the different aspects of the student experience. Once the findings have been considered in detail, responses are published from both the University of London and from the individual Programme Directors.

Additional survey activity may also be conducted from time to time through the student portal, by email or from the programme team.

VLEs also provide the opportunity for informal feedback and discussion.

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 at https://london.ac.uk/current-students/getting-involved

After graduation

Further study

Successful completion of the programme can allow students who wish to go on to take further study in the subject area, at Royal Holloway, University of London or elsewhere.

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 Network

Upon graduation, students automatically become members of the University of London Alumni Network, a diverse community of alumni in more than 180 countries. The Alumni Network can provide past students with lifelong links to the University of London and each other. Benefits include invitations to events, access to local groups, a bi-monthly e-newsletter, social networking groups, and the opportunity to become an Alumni Ambassador for the University of London.

For further information, please see www.london.ac.uk/alumni, www.facebook.com/londonualumni, www.instagram.com/_londonu and http://linkd.in/alumniassociation