



UNIVERSITY
OF LONDON

Programme Regulations 2023–2024

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

BSc

Important document – please read
This document contains important
information that governs your
registration, assessment and
programme of study



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Important information regarding the Programme Regulations

Last revised 25/05/2022

As a student registered with the University of London you are governed by the current General Regulations and Programme Regulations associated with your programme of study.

The Programme Regulations are designed and developed by Royal Holloway which is responsible for the academic direction of the programme. The Programme Regulations take account of any associated arrangements at Royal Holloway. Programme Regulations, together with the [Programme Handbook](#), will provide the detailed rules and guidance for your programme of study. Further information about how to use the Programme Regulations and Programme Handbook can be found in the [Student Guide](#).

In addition to Programme Regulations you will have to abide by the [General Regulations](#). These regulations apply to all students registered for a programme of study with the University of London and provide the rules governing registration and assessment on all programmes; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary. Programme Regulations should be read in conjunction with the General Regulations.

The relevant General Regulations and the Programme Regulations relating to your registration with us are for the current year and not in the year in which you initially registered.

On all matters where the regulations are to be interpreted, or are silent, our decision will be final.

Further information about your programme of study is outlined in the Programme Specification which is available on the Virtual Learning Environment (VLE). The Programme Specification gives a broad overview of the structure and content of the programme as well as the learning outcomes students will achieve as they progress.

Terminology

The following terms are 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. Courses on the Business Administration programme are worth 15 or 30 UK credits.

Level: the BSc uses the term Level to describe the stages of the degree. There are three levels to the degree, Stage 1, Stage 2 and Stage 3, and these correspond to FHEQ levels 4, 5 and 6. The respective courses in these levels are called Foundation, Advanced and Specialist Level courses.

Throughout the Regulations, 'we' 'us' and 'our' mean the University of London; 'you' and 'your' mean the student, or where applicable, all students.

If you have a query about any of the programme information provided please contact us. You should use the *ask a question* tab in the [Student Portal](#).

Programme redevelopment

The Business Administration programme has undergone a major redevelopment with the new version of the programme launching in September 2019. These regulations are referred to as the 'Old Regulations' to differentiate from the redeveloped version of the programme whose regulations are the 'New Regulations'. Final examinations under the 'Old Regulations' will be held in May 2024. After this date it will not be possible to take or retake an examination for the current programme.

From 2021–2022, all students registering for the first time on the Business Administration 'New Regulations' programme must study with a Recognised Teaching Centre.

Changes to the BSc Business Administration Regulations 2023–2024

Programme Regulations are reviewed annually and revised if necessary. Where there are changes which may impact on continuing students, these are listed below:

1. It is no longer possible to transfer from the Access Programme (Old Regs) to the BSc (New Regs).
2. The option to transfer from the Old Regulations to the New Regulations is no longer available. From 2023–2024, you will continue with the version of the programme that you are registered on. Final examinations for the Old Regulations will take place in May 2024, after which this version of the programme will close.

1 Programme redevelopment and withdrawal

1.1

It is no longer possible to register for the Business Administration programmes under these regulations. Future registrations for these programmes will be under the Business Administration New Regulations.

2 Registration

Effective date of registration

2.1

Your effective date of registration is 1 September in the year that you initially registered.

Period of registration

2.2

The minimum and maximum periods of registration are counted from your effective date of registration.

Details of the minimum and maximum periods of registration can be found in the [Programme Specification](#).

Final examinations under the Old Regulations will take place in May 2024.

3 Recognition of prior learning and credit transfer

Recognition of prior learning

See the [General Regulations](#) (Section 3) and [Appendix C](#) of these Programme Regulations for more rules relating to Recognition and accreditation of prior learning.

3.1

For the BSc you may apply for recognition of prior learning for up to four full Foundation courses (Stage 1, FHEQ Level 4). We will not recognise prior learning for Advanced courses (Stage 2, FHEQ Level 5) or Specialist courses (Stage 3, FHEQ Level 6).

3.2

We consider applications for recognition of prior learning on the basis of studies successfully completed at an appropriate level.

3.3

If you wish to apply for recognition of prior learning on the basis of a qualification that has not yet been awarded, we will consider your application under the rules governing prior learning at the time that the award is made and not at the time the application for recognition of prior learning is submitted.

4 Assessment for the programme

An examination is defined as an element of assessment that takes place in a controlled environment. You will be given details of how the courses on your programme are assessed, the specific environment or location that is permitted and the time allowed for the assessment. You will be contacted at least 5 months prior to the assessment session with these details.

All examinations are scheduled using an online delivery method. You must ensure that your device is kept up to date and complies with University Computer Requirements.

Wherever they are held, all examinations take place on the same dates and at specific times in line with the published timetables.

Assessment methods

4.1

Each full course (30 credits) of the BSc will be assessed by one three-hour unseen written examination. Each half course (15 credits) will be examined by one two-hour unseen written examination.

Calculators

Where calculators are permitted, only scientific/non-scientific calculators limited to performing just basic arithmetic operations may be used. This is to encourage candidates to show the examiners the steps taken in arriving at the answer.

4.2

If you are allowed to use a calculator in an examination, you must keep to the conditions listed below, unless the course description or the information provided with your admission notice tells you otherwise. Calculators must:

- be hand-held, compact and portable;
- be quiet when in use;
- be non-programmable.

4.3

Where a calculator (scientific or otherwise) is permitted in the examination, it should not be capable of receiving, storing or displaying user-supplied non-numerical data.

Date of examinations

4.4

Written examinations take place in May each year.

See the [General Regulations](#) rules for taking written examinations.

See the website for the [list of examination centres](#).

Penalty for exceeding the word count

Where online timed assessments are offered as an alternative to written examinations at examination centres and a word limit is given, the following penalty for exceeding the word limit will apply.

4.5

You should not exceed the word limit by more than 10%. If the word count is between 10% to 20% above the word limit, the assessment will receive a five mark penalty. If the word count exceeds the word limit by more than 20% you will receive a mark of zero for your work.

5 Number of attempts permitted at an examination

5.1

The maximum number of attempts permitted at any examination of the BSc is three.

5.2

If you take part in the online seminar discussion forums but do not attempt an examination, or fail a course and wish to make a further attempt, you may take part in the online seminar discussion forums a second time.

5.3

If you fail and subsequently pass an examination at re-entry you will not receive a mark greater than 40% for that written examination unless you have accepted extenuating circumstances.

5.4

If you receive the result Fail on a second or subsequent attempt at an examination then the highest mark that you have achieved will take precedence.

5.5

If you receive the result Fail on the final attempt at the examination for any course then your registration for the degree will cease unless it is possible for you to pass nine full courses. Where this is the case the highest mark achieved in the three attempts for the course may be taken forward for classification purposes.

5.6

If you receive the result Fail on an examination you may be permitted to substitute the failed course only with another course at the same FHEQ level, subject to the permission of the Programme Director. In such a case the attempt at the substituted course will be deemed a second or third attempt and capped (except in the case of accepted extenuating circumstances, where the attempt will be uncapped).

You can apply to substitute a course following a failed examination via the *ask a question* tab in the [Student Portal](#).

See [Section 6](#) for more information on Replacing a course.

6 Progression within the programme

Maximum and minimum number of examinations per year

6.1

Within the limits set by the regulations and the minimum and maximum registration periods, you may decide when to be examined, the number of courses to attempt each year and the order in which courses are examined. You do not have to enter examinations every year.

6.2

If you enter examinations in any year you may attempt examinations in a minimum of one half course (15 credits) and maximum of the equivalent of six full courses (180 credits). These courses can include:

- courses that you are retaking having previously made a failed attempt at the examination;
- courses that you registered for in a previous session but for which you were absent from the examination; and
- new registrations (i.e. courses for which you registered for the first time in 2019–2020), up to a maximum of 120 UK credits (the equivalent of four full courses).

Requirements to progress to the next level

6.3

To progress to the Advanced Level (FHEQ Level 5), you must have passed, been granted accreditation of prior learning (APL) or been 'allowed', in the equivalent of at least two full Foundation courses (FHEQ Level 4).

See [Scheme of Award](#) at 7.1 for explanation of 'allowed'.

6.4

To progress to the Specialist Level (FHEQ Level 6), you must have attempted any remaining Foundation courses (FHEQ Level 4) and must have passed or been allowed in at least two Advanced courses (FHEQ Level 5).

Prerequisites

6.5

We will not permit you to enter the examination for any course that has a prerequisite unless you have already attempted the examination for the prerequisite course.

See [Appendix B](#) of these regulations for information on which courses have prerequisites.

Where a course has a prerequisite which you have failed, you will still be able to be examined in the course. We allow you to do this so that you do not have to wait a full year before taking the course. However we advise you to think carefully about how well you will do if you have already failed the prerequisite.

Replacing a course

6.6

You may apply to change your choice(s) of optional course(s) before you have entered the examination for the course concerned. Once the examination has been attempted, no change will be considered unless the examination has been failed.

See [Section 5](#) for more information on substituting a failed course.

Transferring between pathways of the degree

There are four pathways to the BSc degree: a general pathway and three specialist pathways in Marketing, Human Resource Management and International Business. If you successfully complete the general pathway you will be awarded the BSc Business Administration. If you successfully complete a specialist pathway you will have the name of the pathway reflected in the title of the award.

6.7

We will allow you to transfer between pathways provided that:

- your current and past course selections are available on the pathway to which you wish to transfer;
- you have selected, or are still able to select, the compulsory course(s) on the pathway to which you wish to transfer.

We will not allow you to transfer if you:

- have made course selections which prevent you from selecting a course that is compulsory on the pathway to which you wish to transfer;
- have failed at the final attempt a course that is compulsory on the pathway to which you wish to transfer;
- have failed at the final attempt a course that is a prerequisite for a compulsory course on the pathway to which you wish to transfer;
- have attempted a course that is not available on the pathway to which you wish to transfer;
- have reached classification stage.

6.8

If we allow you to transfer, the marks obtained in passed courses will be taken into consideration for classification purposes. If you have been given credit for a course, we will not allow you to resit it.

6.9

The attempts at any failed courses will be carried forward and will be counted towards the number of attempts permitted at the same courses following transfer.

6.10

If you transfer between pathways we will credit you with any courses that you have already passed and any APL that we previously awarded you.

Transfer from the (closed) Access programme to the BSc Business Administration degree

6.11

it is no longer possible to transfer from the Access Programme (Old Regs) to the BSc (New Regs).

Transfer from the BSc Business Administration (and pathways) under the Old Regulations to the New Regulations

6.12

The option to transfer from the Old Regulations to the New Regulations is no longer available. From 2023–2024, you will continue with the version of the programme that you are registered on. Final examinations for the Old Regulations will take place in May 2024, after which this version of the programme will close.

Students with an effective date of registration of 30 November 2018 or earlier are governed by these Programme Regulations (the 'Old Regulations'). Students with an effective date of registration of 1 September 2019 or later are governed by the 'New Regulations'.

7 Scheme of award

Date of award

The date of award for Programme title will be 1 August in the year of the last assessment that contributes to the award.

BSc

7.1

To be considered for the award of the BSc, you must:

- have attempted the examination for the equivalent of 12 full courses (this total may include courses for which accreditation of prior learning has been granted); and
- have passed, been allowed* or been granted accreditation of prior learning in the equivalent of at least nine full courses, with at least three full courses at each of the Foundation (FHEQ Level 4), Advanced (FHEQ Level 5) and Specialist (FHEQ Level 6) stages; and
- gain a final average of 35.00% or above**.

* The Board of Examiners may, in exceptional circumstances only, return an outcome of 'allowed' without a percentage mark where in their academic judgement they have enough evidence from formally assessed work to be satisfied of a student's performance in a course, but it is their opinion that the student's performance in the examination was compromised by illness and/or other adequately documented cause judged sufficient. A student may be granted a result of 'allowed' in courses to a value of no more than three full courses across the degree, and no more than two full courses in any one level.

** A student who has reached this stage will not be permitted to make any further attempts at any failed courses or to substitute any failed courses with alternative courses.

7.2

To achieve a pass in the written examination for a course, you must get 40% or above in the written examination concerned. If you fail and subsequently pass an examination at re-entry you will not receive a mark greater than 40% for that course.

7.3

A final average mark will be calculated from the marks obtained in the Advanced Level (FHEQ Level 5) and Specialist Level (FHEQ Level 6), weighted in the ratio 1:2. Marks obtained in the Foundation Level (FHEQ Level 4) will not contribute towards the final average. In addition, APL and results of 'allowed' will not count towards the final classification.

7.4

Degree classification will be determined by the following scale:

Final average	Classification
70% or above	First Class Honours
60% - 69%	Second Class Honours (Upper Division)
50% - 59%	Second Class Honours (Lower Division)
40% - 49%	Third Class Honours
35% - 39%	Pass without Honours

7.5

Your degree classification will be considered for raising into the next class if:

- your final average falls 2% or less below one of the classification boundaries given above; and
- marks from the equivalent of four half Specialist courses are in or above the higher class.

Candidates who satisfy the above criteria shall be raised automatically into the next class.

Exit awards

Certificate of Higher Education (CertHE) in Business Administration and Diploma of Higher Education (DipHE) in Business Administration

7.6

We may award the CertHE Business Administration as an exit award if you do not complete the second stage (Advanced Level, FHEQ Level 5) of the programme, but do pass or are allowed in the equivalent of at least four courses, including at least three courses at Foundation Level (FHEQ Level 4) or above.

7.7

We may award the DipHE Business Administration as an exit award if you do not complete the third stage (Specialist Level, FHEQ Level 6) of the programme, but do pass or are allowed in courses to the value of at least 120 credits at Advanced Level (FHEQ Level 5) or above and at least 90 credits at Foundation Level (FHEQ Level 4).

7.8

The CertHE or DipHE Business Administration is classified on a Pass/Fail basis, is made at the discretion of the Board of Examiners and is subject to the Board of Examiners being satisfied that the award represents a coherent programme of study.

7.9

All assessments are marked and graded according to the assessment criteria for the BSc Business Administration.

7.10

If we award you the CertHE or DipHE Business Administration you may not subsequently be awarded the BSc Business Administration.

Appendix A – Structure of the programmes

A detailed outline of each course syllabus is provided on the Business Administration webpages under structure <https://london.ac.uk/courses>

BSc Business Administration

Stage 1, Foundation Level (FHEQ Level 4)

Six foundation courses comprising:

Two full courses (each worth 30 credits):

Management and the modern corporation [BA1010]

Accounting for management [BA1020]

+

Four half courses (each worth 15 credits):

Business analysis and decision making [BA1030]

Business statistics [BA1040]

Business study skills and methods [BA1050]

Management and communication skills [BA1060]

Stage 2, Advanced Level (FHEQ Level 5)

One compulsory advanced course (worth 30 credits):

Strategic management [BA2070]

+

Three optional advanced courses (each worth 30 credits) chosen from:

Marketing management [BA2080]

Human resource management [BA2090]

Production and operations management [BA2100]

Management information systems [BA2110]

*Management accounting [BA2120]**

Stage 3, Specialist Level (FHEQ Level 6)

One compulsory specialist course (worth 30 credits):

*Modern business in comparative perspective [BA3130]**

+

The equivalent of three full specialist courses (90 credits) chosen from:

Full courses (each worth 30 credits)

*Advertising and promotion in brand marketing [BA3165]**

*International human resource management [BA3180]**

*Accounting for strategy [BA3230]**

*Innovation management [BA3250]**

Half courses (each worth 15 credits)

*Marketing research [BA3150]**

*Consumer behaviour [BA3170]**

*Managing organisational change [BA3190]**

*The individual at work [BA3200]**

*European business [BA3210]**

*Multinational enterprise [BA3220]**

Notes:

- The examination numbers have been appended to the course titles and these numbers should be used when completing examination entry forms.
- Not all courses will necessarily be available in every year.
- *Courses marked with an asterisk * have prerequisites; see Appendix B for details.

BSc Business Administration with Marketing

Stage 1, Foundation Level (FHEQ Level 4)

Six foundation courses:

Two full courses (each worth 30 credits):

Management and the modern corporation [BA1010]

Accounting for management [BA1020]

+

Four half courses (each worth 15 credits):

Business analysis and decision making [BA1030]

Business statistics [BA1040]

Business study skills and methods [BA1050]

Management and communication skills [BA1060]

Stage 2, Advanced Level (FHEQ Level 5)

Two compulsory advanced courses (each worth 30 credits):

Strategic management [BA2070]

Marketing management [BA2080]

+

Two full courses (each worth 30 credits) from:

Human resource management [BA2090]

Production and operations management [BA2100]

Management information systems [BA2110]

*Management accounting [BA2120]**

Stage 3, Specialist Level (FHEQ Level 6)

One compulsory full course (each worth 30 credits):

*Modern business in comparative perspective [BA3130]**

+

The equivalent of **two full marketing courses (30 credits)** from:

Full course (worth 30 credits)

Advertising and promotion in brand marketing [BA3165](full course)*

Half courses (each worth 15 credits)

Consumer behaviour [BA3170] (half course)*

Marketing research [BA3150] (half course)*

+

The equivalent of **one full course (30 credits)** from:

Full courses (each worth 30 credits)

International human resource management [BA3180] (full course)*

Accounting for strategy [BA3230] (full course)*

Innovation management [BA3250] (full course)*

Half courses (each worth 15 credits)

Managing organisational change [BA3190] (half course)*

The individual at work [BA3200] (half course)*

European business [BA3210] (half course)*

Multinational enterprise [BA3220] (half course)*

Notes:

- The examination numbers have been appended to the course titles and these numbers should be used when completing examination entry forms.
- Not all courses will necessarily be available in every year.
- Courses marked with an asterisk * have prerequisites; see Appendix B for details.

BSc Business Administration with Human Resource Management

Stage 1, Foundation Level (FHEQ Level 4)

Six Foundation courses:

Two full courses (each worth 30 credits):

Management and the modern corporation [BA1010]

Accounting for management [BA1020]

+

Four half courses (each worth 15 credits):

Business analysis and decision making [BA1030]

Business statistics [BA1040]

Business study skills and methods [BA1050]

Management and communication skills [BA1060]

Stage 2, Advanced Level (FHEQ Level 5)

Two compulsory advanced courses (each worth 30 credits):

Strategic management [BA2070]

Human resource management [BA2090]

+

Two full courses (each worth 30 credits) from:

Marketing management [BA2080]

Production and operations management [BA2100]

Management information systems [BA2110]

*Management accounting [BA2120]**

Stage 3, Specialist Level (FHEQ Level 6)

One full compulsory course (worth 30 credits):

*Modern business in comparative perspective [BA3130]**

+

The equivalent of **two full human resource management courses (worth 60 credits):**

Managing organisational change [BA3190] (half course)*

The individual at work [BA3200] (half course)*

International human resource management [BA3180] (full course)*

+

The equivalent of **one full course (worth 30 credits) from:**

Advertising and promotion in brand marketing [BA3165] (full course)*

Accounting for strategy [BA3230] (full course)*

Innovation management [BA3250] (full course)*

Marketing research [BA3150] (half course)*

Consumer behaviour [BA3170] (half course)*

European business [BA3210] (half course)*

Multinational enterprise [BA3220] (half course)*

Notes:

- The examination numbers have been appended to the course titles and these numbers should be used when completing examination entry forms.
- Not all courses will necessarily be available in every year.
- Courses marked with an asterisk * have prerequisites; see Appendix B for details.

BSc Business Administration with International Business

Stage 1, Foundation Level (FHEQ Level 4)

Six Foundation courses:

Two full courses (each worth 30 credits):

Management and the modern corporation [BA1010]

Accounting for management [BA1020]

+

Four half courses (each worth 15 credits):

Business analysis and decision making [BA1030]

Business statistics [BA1040]

Business study skills and methods [BA1050]

Management and communication skills [BA1060]

Stage 2, Advanced Level (FHEQ Level 5)

Two compulsory advanced full courses (each worth 30 credits):

Strategic management [BA2070]

Human resource management [BA2090]

+

Two full courses (each worth 30 credits) from:

Marketing management [BA2080]

Production and operations management [BA2100]

Management information systems [BA2110]

*Management accounting [BA2120]**

Stage 3, Specialist Level (FHEQ Level 6)

One full compulsory course (worth 30 credits):

Modern business in comparative perspective [BA3130] (full course)*

+

The equivalent of **two** full international business courses (**worth 60 credits**):

International human resource management [BA3180] (full course)*

European business [BA3210] (half course)*

Multinational enterprise [BA3220] (half course)*

+

The equivalent of **two half courses or one full course (worth 30 credits)** from:

Advertising and promotion in brand marketing [BA3165] (full course)*

Accounting for strategy [BA3230] (full course)*

Innovation management [BA3250] (full course)*

Marketing research [BA3150] (half course)*

Consumer behaviour [BA3170] (half course)*

Managing organisational change [BA3190] (half course)*

The individual at work [BA3200] (half course)*

Notes:

- The examination numbers have been appended to the course titles and these numbers should be used when completing examination entry forms.
- Not all courses will necessarily be available in every year.
- *Courses marked with an asterisk * have prerequisites; see Appendix B for details.

Appendix B – Course Descriptions

Note

Details of prerequisite courses (which must be attempted before certain advanced or specialist courses may be attempted) are given under the relevant course descriptions.

Stage 1: Compulsory foundation level courses (FHEQ Level 4)

Management and the modern corporation [BA1010] (full course, 30 credits)

This course serves as an introduction to management. In order to gain an appreciation of the subject and its dimensions, students are introduced to a broad range of topics. There are three major objectives: to explore the practice of management in today's context; to examine the logic and workings of organisations and firms; and, finally, to investigate how firms develop and maintain competitive advantage within a changing business environment influenced by economic, political, social, and cultural factors.

Assessment: one three-hour unseen written examination.

Accounting for management [BA1020] (full course, 30 credits)

The course offers a foundation in financial and managerial accounting. It will explain the accounting function, and the means of communicating information to decision makers, both within and outside the organisation. In doing so it examines the relationship between theory and practice and considers the methods of using accounting information for decision-making purposes.

Assessment: one three-hour unseen written examination.

Business analysis and decision making [BA1030] (half course, 15 credits)

An understanding of key economic concepts is essential for those who manage business enterprise. This course analyses the real-life problems facing actual businesses, and evaluates the effectiveness and limitations of different management attempts to solve them.

Assessment: one two-hour unseen written examination.

Business statistics [BA1040] (half course, 15 credits)

Statistics is the craft of extracting information from the numerical data. Examples are taken from business situations – numbers appear in all aspects of business. The emphasis is on understanding the principles and on assessing the results of the statistical calculations which in most cases are carried out using a computer package.

Assessment: one two-hour unseen written examination.

Business study skills and methods [BA1050] (half course, 15 credits)

The course offers a foundation in the study skills required to excel on a university degree course. It explains the aspects of on-line tutorials, note taking and essay writing you will need to master in order to complete the programme. Additionally the course will introduce you to the various research methods used by business academics, guide you in managing your time more effectively and aid you in your revision of topics covered.

Assessment: one two-hour unseen written examination.

Management and communication skills [BA1060] (half course, 15 credits)

This course is concerned with the theory and practice of effective communication within organisations. The main purpose is to improve the communication of potential managers through a variety of practical activities. Tutorial sessions are devoted to such issues as report writing, meetings, interviewing, negotiating and making a presentation, and the development of leadership, team and inter-personal skills.

Assessment: one two-hour unseen written examination.

Stage 2: Advanced level courses (FHEQ Level 5)

Strategic management [BA2070] (full course, 30 credits)

Strategic management is concerned with the processes by which management plans and co-ordinates the use of business resources with the general objective of securing or maintaining competitive advantage. This course provides the student with a general insight into the historical development of management practices and international business policy. In particular this course reviews the developments and literature on corporate strategy and critically reviews the possibilities and limitations of management action in highly contested international markets.

Assessment: one three-hour unseen written examination.

Marketing management [BA2080] (full course, 30 credits)

This course takes account of recent developments in the area of marketing and emphasises the importance of the marketing orientation in the present competitive environment. The relationships between marketing and business development and strategy will be stressed. Becoming familiar with the ways in which a marketing plan should be approached is an important objective of the course.

Assessment: one three-hour unseen written examination

Human resource management [BA2090] (full course, 30 credits)

This course is concerned with the policies and procedures which affect the recruitment, development and deployment of the human resources of firms. The course will address the significant changes which have taken place in this area of management in response to economic and political pressure and will consider policies and practices in other countries.

Assessment: one three-hour unseen written examination.

Production and operations management [BA2100] (full course, 30 credits)

Production and operations management is concerned with the design, planning and control of operating systems for the provision of goods and services. This course provides students with knowledge and understanding of the nature and characteristics of operating systems in both the manufacturing and service sectors. This will enable students to identify the key issues involved in the management of operating systems and the relationship between strategic objectives and operational objectives. The course also highlights the interaction between operations management and the finance, marketing and manpower functions.

Assessment: one three-hour unseen written examination.

Management information systems [BA2110] (full course, 30 credits)

This course is concerned with one of the most rapidly developing fields of management. The management and development of information systems has emerged as one of the most important functional specialisms in the modern business. This course introduces students to strategic issues in information systems; the techniques, tools and methodologies of the analysis and design process; and the broad field of information resource management.

Assessment: one three-hour unseen written examination.

Management accounting [BA2120] (full course, 30 credits)

Prerequisite: Accounting for Management

The course regards managerial accounting as part of the overall information and decision support system of the organisation. It adopts the view that managers, in their decision making, must understand when managerial accounting information is needed, what techniques are available to provide that information and which benefits will accrue. It views managerial accounting as a context for dialogue among the functional areas of business accounting, marketing and operations.

Assessment: one three-hour unseen written examination.

Stage 3: Specialist level courses (FHEQ Level 6)

Modern business in comparative perspective [BA3130] (full course, 30 credits)

Prerequisite: Strategic management

Through the explicit use of comparative techniques, this course explores the origins of national economic success and failure. It looks, therefore, at the competitiveness and organizational capabilities of each comparator country's companies and asks which national factors encourage commercial success. Particular attention is paid to the G7 countries and East Asia. The meaning and impact of economic growth and the global economy are key themes, as are the influence of governments and national cultures on business performance studies.

Assessment: one three-hour unseen written examination.

Marketing research [BA3150] (half course, 15 credits)

Prerequisite: Marketing management

Marketing research provides students with the concepts and analytical skills to critically evaluate differing research approaches in the context of academic or practitioner research scenarios. Topics include the role and evolution of research in marketing management theory; the marketing research process; research design; qualitative and quantitative data gathering approaches; issues in data analysis; and 'new model' cultural marketing research.

Assessment: one two-hour unseen written examination.

Advertising and the promotion in brand marketing [BA3165] (full course, 30 credits)

(Previously known as The marketing industry and modern society)

Prerequisite: Strategic management

This course gives students a critical understanding of the marketing media industry and its structure. The course articulates the changing nature of the relationship the media industry has with its clients

in profit and non-profit sector(s). Advertising and the promotion in brand marketing will allow students to analyse the strategic motivations of profit and non-profit organisations and how marketing media support these strategic objectives. The course aids students in analysing, explaining and communicating effectively how the connections between the various actors in the industry can be used to understand the variable and changing relationship between marketing media, client relations and the products and services provided to consumers and households.

Assessment: one three-hour unseen written examination.

Consumer behaviour [BA3170] (half course, 15 credits)

Prerequisite: Marketing management

This course introduces students to the increasingly important area of consumer behaviour. It deals with the decision making process that results in the choice and the purchase of goods and services and therefore has a large influence on the strategy of firms and on the economy and the culture of countries. The course builds naturally on the second year elective in marketing management and will complement the study of core courses.

Assessment: one two-hour unseen written examination.

International human resource management [BA3180] (full course, 30 credits)

Prerequisite: Human resource management

This course provides an understanding of the implications of changes in the global organisation of firms and the international workforce for human resource management policy choices. Students following this course will be able to demonstrate a detailed understanding of the major analytical concepts and models in international human resource management. International Human Resource Management will also distinguish trends in international human resource management policies and practices. Students will be able to assess the problems associated with the design and implementation of international HRM policies and practices, as well as their impact on employees and be able to distinguish between different types of human resource management and employee relations systems in the global economy.

Assessment: one three-hour unseen written examination.

Managing organisational change [BA3190] (half course, 15 credits)

Prerequisite: Strategic management

Managing organisational change is one of the core challenges facing modern managers. This course develops conceptual and theoretical frameworks for understanding the process of organisational change. Students evaluate, critically, research in and theories of organisational change and change management with a view to exploring and evaluating different theories and practices of managing the change process. Students develop diagnostic and analytical skills with which to explain complex organisational situations.

Assessment: one two-hour unseen written examination.

The individual at work [BA3200] (half course, 15 credits)

Prerequisite: Strategic management

This course develops conceptual and theoretical frameworks for understanding the behaviour of individuals and groups within work organisations. We explore and critically evaluate research in and theories of individual and group behaviour at work, to develop diagnostic and analytical skills for

dealing with various kinds of individual and group problems within the work setting, and present a reflective understanding of this body of knowledge in written and spoken forms.

Assessment: one two-hour unseen written examination.

European business [BA3210] (half course, 15 credits)

Prerequisite: Strategic management

This course examines the management and organisation of business enterprise in Europe. It is concerned with the competitiveness, and with the contextual elements which enhance European competitiveness and those which might impede it. Its primary focus is the European Union (EU), but consideration is also given to the EU's relationships with other nations, and in particular the emergent market economies of Eastern Europe.

Assessment: one two-hour unseen written examination.

Multinational enterprise [BA3220] (half course, 15 credits)

Prerequisite: Strategic management

According to United Nations figures, international investments by multinational enterprises (MNEs) have now displaced trade as the most important mechanism for global economic integration. This course provides an overview of the development and contemporary vicissitudes of these key players on the international economic stage: their geographical dispersal, organisation, management and relations with governments and inter-governmental agencies.

Assessment: one two-hour unseen written examination.

Accounting for strategy [BA3230] (full course, 30 credits)

Prerequisite: Accounting for management and Strategic management

This course provides students with a critical understanding of the variable relation between product markets, internal organisation cost structures and capital market expectations and their impact on strategy formulation. Students will be able to deconstruct the return on capital employed and gain an appreciation of how accounting numbers reflect complex market, organisational and institutional relations. The course also seeks to demonstrate that the outcomes of strategy, whilst shaped by accounting calculation, are often subject to vagaries that limit management control. After following this course students will be able to apply interpretative and analytical skills to explain the performance of companies and will be able to employ analysis and numbers to construct well-argued presentations and reports.

Assessment: one three-hour unseen written examination.

Innovation management [BA3250] (full course, 30 credits)

Prerequisite: Strategic management

This course utilises a multidisciplinary approach and draws on insights from three main subject areas: economics, production operations and strategic management. The student will consider the environmental context of technological change. Students analyse the development, introduction and exploitation of new products and processes at the firm level and consider mechanisms for the management of change. Students will improve cognitive skills and consider the need for effective problem solving, effective communication, numerical and quantitative skills. Students learn effective use of CIT, effective self-management, learning to learn, self-awareness and research skills.

Assessment: one three-hour unseen written examination.

Appendix C – Accreditation of prior learning (APL)

Appendix C should be read with Section 3 of the [General Regulations](#) and [Section 3](#) of these Programme Regulations.

We will consider granting credit for the equivalent of up to four full foundation courses (120 credits at Stage 1, FHEQ Level 4) on the basis of study that has previously been completed.

Please refer to the Recognition and Accreditation of Prior Learning on [the website](#), for a list of qualifications which will allow you to apply for automatic APL. No fee is charged by us to consider automatic APL. If you have other qualifications, not listed on [the website](#), you can apply for discretionary APL. We will consider the course outline, the level of examination performance and the equivalence of the course to the foundation courses for which APL is sought. If you apply for discretionary APL, you are required to pay the current APL application fee. Current fees are on the website: www.london.ac.uk/applications/costs-your-course/course-fees

Appendix D – Assessment Criteria

The criteria used to grade assessments are as follows:

70% + First

Exceptionally good work

Distinguished variously by strong argument, independent thought, original insights, sound judgment, awareness of complexity, identification of key issues, understanding of debates, good use of information and successful application of theory.

60–69% Upper Second

Good work

Distinguished variously by understanding of issues and debates, ability to mediate, application of theory, useful information, reasoned argument, critical thought, good judgment.

50–59% Lower Second

Competent work

Distinguished variously by balanced argument, fair use of information, understanding of concepts but lacking in analytical precision, full awareness of complexity, key issues and debates.

40–49% Third

Modest work

Distinguished variously by making an argument, addressing the topic, applying relevant information but lacking in logical consistency, theoretical and conceptual awareness, completeness and awareness of complexity, key issues and debates.

Below 40% Fail

Unacceptably poor work

Distinguished variously by inadequate argument, failure to address the topic, missing vital information, lack of direction, sensitivity and understanding.