

BBA - UNIT LEARNING OUTCOMES (ULO)

CRICOS Provider Code: 03335G | CRICOS Course (BBA) Code:077570G

CORE UNITS	
1.	PRINCIPLES OF MANAGEMENT
	Demonstrate an understanding of the fundamental concepts, principles and functions of management
	Identify and assess the issues involved in managing a diverse work force
	Critically discuss the impact of corporate social responsibility of organisations
	Select relevant and applicable management concepts in situations involving leadership, motivation, teamwork and effective communication
	Establish the link between corporate culture and environmental factors and view them as organisational resources that can be used to respond to challenges and uncertainties
	Provide realistic solutions grounded in management principles to real life organisational problems
2.	MACROECONOMICS
	Demonstrate an understanding of the fundamental concepts, principles and functions of management
	Identify and assess the issues involved in managing a diverse work force
	Critically discuss the impact of corporate social responsibility of organisations
	Select relevant and applicable management concepts in situations involving leadership, motivation, teamwork and effective communication
	Establish the link between corporate culture and environmental factors and view them as organisational resources that can be used to respond to challenges and uncertainties
	Provide realistic solutions grounded in management principles to real life organisational problems
3.	WORLD CULTURES
	Adopt a global perspective of the world and better understand of multi-cultural life; Discuss the concept of “change” In the context of globalisation
	Display an awareness of the world’s cultural diversity, as well as its growing interdependence in the 21st century and beyond
	Analyse cultural issues critically, make comparisons and question the nature of usual cultural norms
	Identify opportunities that managing across business cultures may present
4.	MATHEMATICAL AND DIGITAL LITERACY
	Demonstrate an understanding of concepts of mathematics such as linear, simultaneous and quadratic equation and their relevance to business
	Demonstrate an understanding of the basic and advanced features of MS Excel as a computational business tool
	Determine when to use MS Excel while solving common business problems, cases and compare different scenarios
	Demonstrate spreadsheet skills proficiency using MS Excel
5.	BUSINESS COMMUNICATIONS 1
	Demonstrate an understanding of the basic concepts and rules of business English writing with clarity, conciseness, correctness, completeness and courteousness
	Demonstrate a comprehensive understanding of the process, concepts and problems pertaining to oral communication in business
	Compare and contrast different types of business documents, their contents and formats
	Display skills for communicating in different business situations
	Appreciate the role of listening in communication and use tools and techniques for active listening
	Display overall knowledge and mastery of essential Business English writing skills
	Select and use appropriate interpersonal skills and communication tools effectively for communicating in different business situations
	Work independently and in teams to produce effective business reports and presentations
	Plan, organise and participate in group meetings effectively
	Select appropriate tools for communicating in different business situations

6.	MICROECONOMICS
	Demonstrate substantial knowledge of the fundamental principles of microeconomics
	Interpret business events and issues from a microeconomic perspective
	Analyse the linkages between economic theory and real-life business problems
	Undertake individual or group-based analysis, discussions, debates, and formal presentations addressing micro- economic issues
	Plan and coordinate work independently and in teams, to meet deadlines, delivery styles and specified quality standards
	Apply relevant microeconomic principles to interpret business events and issues
7.	SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY
	Identify the major 'sustainability' issues facing mankind that impact the conduct of modern day business; Demonstrate an understanding of the importance of CSR and social entrepreneurship
	Discuss a wide range of social and environmental problems and relate them to the world of business
	Identify and address the opportunities & challenges the future brings by being able to manage the environment, business and society sustainably; Critically analyse the social and environmental impacts of the conduct of business
	Critically analyse the social and environmental impacts of the conduct of business, and innovate solutions/outcomes premised on evidence/research
	Present opinions and results of critical analysis persuasively in writing and verbally by using the features of Microsoft Word and Microsoft PowerPoint
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Have a "creative" and inclusive game plan for 'doing' CSR as entrepreneurs or businessmen
8.	MARKETING
	Demonstrate an understanding the role of marketing in the internal and external business environments; Demonstrate knowledge of product development, pricing, distribution and promotion and the extended marketing mix
	Demonstrate an understanding of the importance of marketing and its role and dynamics in a firm and society
	Critically analyse factors affecting consumer and business behaviour
	Design a marketing plan using the learning from an STP analysis
	Design a marketing plan using the learning from an STP analysis (work in teams)
9.	INTRODUCTION TO QUANTITATIVE METHODS IN BUSINESS
	Demonstrate an understanding of the basic concepts and techniques of quantitative methods, and their application in business, management and leadership (disruption of business)
	Locate/identify data/information to examine and understand current status. Interpret trends and estimate projects and communicating in different business contexts
	Appreciate the role of various mathematical and statistical concepts and apply relevant equations/formulae as an aid to business decision making
	Use of language communication to persuade and influence
	Select and use appropriate interpersonal skills and communication tools effectively for communicating in different business situations
	Plan, organise and participate in group meetings to produce effective business reports and presentations
	Resolve conflicts and possible variations in analyses and findings. Select appropriate tools (and medium) for communicating in different business situations
10.	ORGANISATIONAL BEHAVIOUR
	Demonstrate knowledge about how people function and relate within organisations
	Display self-awareness in the areas of interpersonal and behavioural skills and be prepared to function interpersonally and organisationally as future managers
	Critically analyse and discuss issues and problems faced by organisations and suggest practical solutions to address them by using Organisational Behaviour models and frameworks
	Engage in persuasive discussions and present recommendations and possible solutions in written reports and verbal presentations
	Work independently and in teams to produce effective business solutions, reports and presentations. Apply Organisational Behaviour models and frameworks while working independently and in teams to produce effective business solutions, reports and presentations

11.	STATISTICS
	Demonstrate an understanding of the fundamental concepts and techniques of statistics; Demonstrate knowledge of application of descriptive statistics concepts to data sets; Appreciate the application of advanced statistical analyses such as, but not limited to, multiple regressions
	Understand business processes, their individual parts and inter-linkages quantitatively, and make statistical inferences that enable decision making
	Perform business forecasting for parameters such as such as revenue, cost or related business variables and/or other macroeconomic factors
12.	OPERATIONS MANAGEMENT
	Demonstrate an understanding of the basic quantitative concepts and tools of Operations Management
	Analyse and discuss the basic quantitative concepts of Operations Management in the context of real life situations
	Select and use the appropriate Operations Management tools and techniques to provide realistic solutions to relevant business situations
13.	FINANCIAL ACCOUNTING
	Demonstrate an understanding of the basic concepts and principles of accounting and accounting terminology in line with the latest accounting standards; Demonstrate an understanding of and use different methods of managing a well-organised and effective inventory and budget in line with adequate internal control systems
	Analyse financial statements of selected companies using financial ratios
	Prepare and interpret basic financial statements namely income statement, balance sheet and cash flow statements; Understand the role of financial ratios and interpret financial statements and account for specific items such as current assets and current liabilities
	Plan and coordinate work independently and in teams, to meet deadlines, delivery styles and specified quality standards
14.	BUSINESS DISRUPTIVE TECHNOLOGY
	Identify and evaluate the latest technology trends and their impact on business
	Recognise the challenges in implementing emerging technology
	Construct business strategies that exploit innovation trends for competitive advantage
	Innovate solutions for disruption (technology, business and leadership)
	Communicate, in oral and written form in a group setting, how new technology adoption impacts on business outcomes
15.	CORPORATE FINANCE
	Demonstrate an understanding of key concepts of 'time value' of money and knowledge required to calculate 'present value' and 'future values'; Display knowledge of the various capital budgeting techniques including, but not limited to, NPV, IRR, Payback Period, and their uses and applications; Exhibit an understanding of cash and working capital management, and their role and importance in financial management
	Appreciate the relationship between accounting profits and cash flow
	Critically discuss capital structure and analyse how leverage affects both market value and the required rates of return on equity and assets
	Plan, coordinate and work independently and in teams, to meet deadlines, delivery styles and specified quality standards
	Apply appropriate financial management tools and techniques in decision making for projects, investments and capital structure
16.	DECISION SCIENCE AND ANALYTICS
	Examine the basic concepts of decision science, its importance and application in business and leadership/management
	Understand and explain the cognitive processes underlying decision-making processes and bias (with reference to business intelligence and associated research)
	Explain the steps in decision-making process, and implications of risk management and leading change
	Apply simple decision-making models (and strategic thinking processes) to devise innovative solutions to improve individual and team judgement and decisions
	Select and use appropriate interpersonal skills and communication tools effectively for communicating in different business situations. [Intercultural Competence and Communication]
	Examine and understand the different roles individuals and groups/teams play in decision-making
	Note and evaluate the ethics and equity around data access, and confidentiality in communicating to individuals/teams

17.	RESEARCH METHODOLOGY
	Demonstrate an understanding of research methodology and frameworks relevant to the conduct of business research; Assess the suitability of research tools and techniques and the limitations of quantitative and qualitative research
	Understand the use of research and its applications to business needs
	Interpret research reports and output derive insights from them
	Examine research questions, and innovate methods and data analysis
	Prepare a sample questionnaire, collect data and communicate the analysis via a research report
	Plan and coordinate work independently and in teams, to meet deadlines, delivery styles and specified quality standards
	Prepare a sample research proposal responsibly and with due consideration of various ethical principles of research
18.	DATA SCIENCE FOR BUSINESS
	Examine the basic concepts of data science and applications in business, economics and commerce
	Locate/identify data/information to examine and understand current status. Interpret trends and estimate projects, and communicating in different business contexts
	Use quantitative abilities to solve data science problems [Problem Solving and Decision Making]
	Evaluate and dissect data in different ways
	Select and use appropriate interpersonal skills and communication tools effectively for communicating in different business situations
	Interpret a data set and present findings in oral and written form
19.	HUMAN RESOURCES MANAGEMENT
	Understand the fundamental concepts of Human Resource Management and describe the general function of human resource management in organizations; Describe the specific functions of the key activities in human resource management (inclusive of job analysis, human resources planning, recruitment and selection, training and development, performance management, compensation management, and industrial and employee relations)
	Recognise the real-world applications of human resources management concepts learned
	Critically analyse and discuss the emerging issues in human resource management using a systematic approach
	Identify and locate and propose alternate solutions to situations and contexts in HRM
	Engage in interpersonal discussions and present recommendations and possible solutions in written reports and verbal presentations
	Plan, coordinate and work independently and in teams, to meet deadlines, delivery styles and specified quality standards
	Apply HRM theories, concepts, and models to contemporary HRM issues
20.	COST ACCOUNTING
	Demonstrate an understanding principle of cost accounting and the basic cost accounting concepts (GAAP)
	Use the techniques for product costing, budgetary planning and control and performance measurement
	Recognise the role of cost accounting in management task such as planning, controlling and decision-making
	Exhibit deep insight into the application of specialist tools such as Activity-Based Costing and the Balanced Scorecard
21.	BUSINESS COMMUNICATION 2
	Demonstrate an understanding of the basic concepts and rules of business English writing with clarity, conciseness, correctness, completeness and courteousness
	Demonstrate a comprehensive understanding of the process, concepts and problems pertaining to oral communication in business
	Compare and contrast different types of business documents, their contents and formats
	Display skills for communicating in different business situations
	Appreciate the role of listening in communication and use tools and techniques for active listening
	Use of language communication to persuade and influence
	Display overall knowledge and mastery of essential Business English writing skills Select and use appropriate interpersonal skills and communication tools effectively for communicating in different business situations
	Work independently and in teams to produce effective business reports and presentations Plan, organise and participate in group meetings effectively
	Select appropriate tools for communicating in different business situations

22.	BUSINESS LAW
	Demonstrate an understanding of the basic principles related to contracts, negotiable instruments, agency, employment, government regulations, liquidation of companies, insurance and revenue
	Display an awareness of potential restrictions in applying prevailing laws
	Identify, critically analyse and discuss business and company-related legal issues
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Reflect on S1 – World Culture (BBA LIB 101), S2 - RIP 1 (BBA POR 101) and Foundation Skills (Ethics/Moral Reasoning), and S4 - RIP 2 (BBA PRO 202) and negotiate, resolve and advance a cultural-sensitive and legally-appropriate solution to business problems”
23.	DECISION MAKING
	Understand and design conceptual frameworks incorporating decision making techniques and tools to process available information
	Integrate dynamic decision-making techniques for complex problems and every day decision making techniques for routine problems
	Identify and critically assess the likely consequences of decisions by balancing relevant factors and identify best course of action
	Extend Decision Science and associated research methods to propose creative or innovative models for business and leadership
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
24.	ADVANCED QUANTITATIVE METHODS AND MODELING
	Demonstrate an understanding of the basic concepts and techniques of advanced quantitative methods and modeling, and their application in business, management and leadership
	Locate/identify data/information to examine and understand current status. Identify conceptual models and frameworks to guide formulation of business and research questions
	Identify key concepts/constructs/variables, develop conceptual frameworks and elicit key research questions. Appreciate the role of various mathematical and statistical concepts and apply them as an aid to business decision making
	Innovate and create conceptual frameworks to address complex research questions
	Select and use appropriate interpersonal skills and communication tools effectively for communicating in different business situations
	Work in teams to co-create and examine research questions, data and statistical procedures and produce reports for business, community and leaders/politicians
	Resolve conflicts and possible variations in conceptualisation, methodology, data collection, analyses and findings. Select appropriate tools (and medium) for communicating in different business situations
25.	PROJECT MANAGEMENT
	Identify established methods and tools for project management
	Recognise best practice in project conception, planning and execution
	Evaluate the viability of project proposals; Analyse the factors required for a successful project and the difficulties in executing projects
	Communicate project decisions and outcomes to various stakeholders
	As part of a team, plan and execute a project successfully
26.	STRATEGIC MANAGEMENT
	Discuss practical aspects of strategic management concepts, theory, research and techniques from the point of skill-oriented practitioners’ perspectives
	Align the implementation of business strategy with the Balanced Scorecard (Kaplan and Norton)
	Conduct External environmental analysis and Internal analysis; (To include SEPT and SWOT analysis based on factor evaluation matrices) [Problem Solving and Decision Making]
	Explore various strategic management models and advance alternate models
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards. Apply a comprehensive Strategy – Formulation Framework with a view to match strengths and weaknesses with opportunities and threats

27.	AUSTRALIAN BUSINESS ENVIRONMENT
	Display an understanding of the evolution and growth of Australian Business and Economy, market environment, legal and regulatory environments, political and government policies
	Appraise major trends in society, attitudes and technology and their impact on business in Australia
	Survey the Australian Business Environment and identify its influence on business decisions; Analyse the roles and functions of government in the fields of economics, industry, education and social policy and forecast their implications for markets
	Identify trends; Extend forecasting to develop and propose alternate solutions
	Not addressed
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards. Bring together all the major aspects of the Australian business landscape in designing and developing business decision models

ELECTIVE UNIT	
1.	EXTENDED ELECTIVE
	Discuss methods to assess knowledge needs (This must include timeframes, key objectives and expected outcomes)
	Identify an area of interest or requirement for further knowledge (learning gap) to be addressed via further investigation or research
	Critically analyse new knowledge acquired to achieve research objectives
	Extended learning from current business subjects and apply in the field of data science (alternatively, innovate the use of data science for disrupting business)
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Dependent on the subject chosen

Use literature to support the outputs achieved through a self-directed research process of knowledge gap identification, information acquisition and knowledge creation.

FOUNDATION SKILLS AND EMPLOYABILITY SKILLS UNITS	
1.	FOUNDATION SKILLS 1: PERSONAL & CAREER FOUNDATIONS
	Explain key concepts associated with personal values and goals, career aspirations, employment trends and individual pathway opportunities/plans/strategies
	Examine current practices and emerging trends, to support/enhance the world of work (business and leadership)
	Identify personal strengths and note personal and work trajectories
	Identify and analyse labour and employment trends, and seek support mechanics for empowerment and value-add to decision making
	Demonstrate teamwork skills in group task and activities; appreciate the value of teams
	Appreciate the context and situations around learning, being and becoming
	Develop realistic solutions grounded with analytical and critical competencies to real life problems
2.	FOUNDATION SKILLS 2: ETHICS AND MORAL REASONING
	Explain basic concepts in philosophy and describe terminologies associated with ethics, moral reasoning and virtues
	Examine current practices and emerging trends, to support/enhance the world of work (business and leadership)
	Understand and engage in debates in ethics and moral reasoning
	Use the skills and processes of philosophical discourse to address critical incidents, and conduct independent inquiry and research
	Demonstrate teamwork skills in group task and activities; appreciate the value of teams and its pertinence in arguments and debates (group consensus)
	Appreciate ethics and moral reasoning transcends culture and society; analyse and critically evaluate arguments and points of view
	Understand the role of philosophy, ethics moral values (and virtues) in everyday life

3.	EMPLOYABILITY AND PRACTITIONER SKILLS SERIES 1: EMOTIONAL INTELLIGENCE
	Demonstrate an understanding of personality types and attributes of emotional intelligence and empathy
	Exhibit the skills, knowledge, and understanding gained in order to increase employability and possess the essential qualifications sought in the corporate world
	Display self-awareness, emotional intelligence and empathy
	Select and use appropriate interpersonal skills and communication tools effectively for communicating in different business situations
	Plan, organise and participate in group meetings effectively
4.	EMPLOYABILITY AND PRACTITIONER SKILLS SERIES 2: LEADERSHIP, TEAMWORK, GLOBAL DEXTERITY
	Demonstrate an understanding of team dynamics, personality traits and different leadership styles
	Discuss the impact of various socio- cultural factors in effective leadership in a globalized world
	Analyse the relationship between motivation, type of followers, culture code and team performance
	Engage in analytical discussions and present recommendations and possible solutions in written reports and verbal presentations
	Plan, coordinate and work independently and in teams, to meet deadlines, delivery styles and specified quality standards
5.	EMPLOYABILITY AND PRACTITIONER SKILLS SERIES 3: COMMUNICATING EFFECTIVELY
	Display a good understanding of relevant factors pertinent to negotiation, negotiation styles and conflict resolution in cross cultural settings
	Research a real cross-cultural business transaction from the aspects of negotiation, parties involved, motivations, and the nature of the outcome
	Critically analyse personal negotiation and selling styles and devise ways to enhance these via listening skills, empathy, inter- personal relationships, cross-cultural dexterity and effective communication
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
6.	EMPLOYABILITY AND PRACTITIONER SKILLS SERIES 4: INNOVATION, CREATIVITY AND AGILITY
	Discuss the concepts, tools and frameworks for innovation, creativity and agility
	Adopt innovative creative and strategies while addressing ambiguity in the business environment
	Assess own creativity, innovation style and ability to cope with ambiguity and accordingly prepare a personalised plan/road map to handle future projects that require strategic thinking
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Apply strategic thinking using appropriate problem solving, innovation and creativity tools and frameworks to provide a pitch for a new business strategy

PROJECTS	
1.	REGIONAL IMMERSION PROJECT 1
	Display the knowledge required to conduct primary research
	Demonstrate knowledge of the local business environment in Singapore (and the wider region) and appreciate the interplay of different industries and business cultures in regional and global contexts; Display professionalism in the delivery of the project (incl. timeliness)
	Create alternate solutions to problems; examine current trends and provide justification(s) for methods and analysis
	Exhibit confidence in delivering professional presentations
	Work in teams to complete projects effectively. Select and utilise relevant tools to conduct regional primary research and complete projects effectively

2.	REGIONAL IMMERSION PROJECT 2
	Demonstrate advanced knowledge on how to conduct primary research [Knowledge of Business and Management]
	Analyse and discuss the local business environment, relevant industries, business culture and networks
	Demonstrate a thorough adherence to professionalism in the delivery of a project (incl. timeliness and relevant standards applicable)
	Create alternate solutions to problems; examine current trends and provide justification(s) for methods and analysis
	Engage in analytical discussions and present recommendations and possible solutions in written reports and verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Apply regional business knowledge and analytical skills to effectively solve real life regional business problems
3.	ACTION LEARNING PROJECT
	Prepare a proposal and framework to address a business problem, opportunity or need
	Identify problems/needs in business management being faced by a client (be it a company, or an individual manager)
	Critically analyse and solve a business problem by formulating appropriate recommendations
	Utilise all skills and knowledge to propose innovations in business and leadership (use of IT and disruptions)
	Utilise strengths of team and group work (and various inputs from other specialisation)
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Apply skills and experimental/experiential learning to ethically conduct a research project; Develop, demonstrate and communicate information and knowledge through analysis and recommendations for a business client
4.	ENTREPRENEURSHIP PROJECT
	Prepare a proposal and framework to address a business problem, opportunity or need
	Identify a market need or business opportunity for a potential new social venture
	Critically analyse and solve a business problem by formulating appropriate recommendations
	Utilise all skills and knowledge to propose innovations in business and leadership (use of IT and disruptions)
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations [Intercultural Competence and Communication]
	Utilise strengths of team and group work (and various inputs from other specialisation)
	Apply skills and experimental/experiential learning to ethically conduct a research project; Develop, demonstrate and communicate information and knowledge through analysis and recommendations for a business client

FINANCE SPECIALISATION UNITS	
1.	FINANCIAL STATEMENT ANALYSIS
	Demonstrate an understanding of the principles and concepts underpinning the Profit and Loss, Balance Sheet, and Cash Flow; Discuss the functions of operating, financing, and investing activities
	Analyse the liquidity, solvency, profitability, asset management efficiency, as well as market performance of companies, using financial statements
	Critically examine the different aspects of international accounting standards and trends in regulation
	Identify trends in real world, and propose alternate methods/solutions for questions/problems
	Effectively present the findings from the analysis of financial information obtained from financial statements
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
2.	FINANCIAL MARKETS AND INSTITUTIONS
	Understand the forms, roles and functions of capital and money markets, financial markets and institutions; Understand the features, structures and functioning of various short term and long term financial market instruments
	Examine the investment environment of the global money and capital market and the current issues and challenges in financial market
	Analyse the interaction of financial markets, institutions and the economy; Analyse the behavior of interest rates, yield curve and term structure of interest rate
	Reflect on local and international events/market processes and formulate strategies to minimise risk and conflicts

3.	INTERNATIONAL FINANCE
	Discuss the different financial products available in the international market and the related regulatory guidelines
	Interpret data relevant to managing international finance and trade – including currency, fixed income and balance of payment data
	Evaluate techniques and instruments for managing risks in cross border trade; Critically analyse and discuss the relevant risk factors in International exposures and develop strategies to manage such risks
	Examine reports and current journal articles and present innovations, trends and associated challenges
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations Work in teams and independently to meet deadlines, delivery styles and specified quality standards
4.	INVESTMENT ANALYSIS
	Demonstrate an understanding of the key reasons for, and benefits of security analysis and portfolio management; Display knowledge of how the diversification of asset classes can reduce the risk profile of corporate investment portfolios
	Monitor investment portfolios; Solve financial problems within the context of a dynamic market place
	Compare and contrast of the investment parameters of a higher-risk investment opportunity
	Explore trends and options; Formulate strategies and associated decision(s)
	Apply investment management models to value various assets classes and portfolios
5.	FINANCIAL AND RISK MODELLING
	Discuss the fundamentals of financial risk, return trade off and risk management; Demonstrate an understanding of the Monte Carlo simulation methodology for risk management; Compare and contrast alternative approaches to option valuation
	Exhibit practical knowledge of how to construct and audit robust financial and risk models
	Evaluate strategies to manage risks using derivatives; Apply real options methodology to assess risks in capital investment decisions [Problem Solving and Decision Making]
	Examine trends and risks, and predict (propose multiple pathways of actions)
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Apply simulation techniques to assess risks in portfolio investments, mergers and acquisitions and capital structuring
6.	TRADING AND PORTFOLIO MANAGEMENT
	Demonstrate an understanding of different portfolios structures suitable for a variety of investor profiles
	Discuss appropriate trading strategies based on portfolio objectives
	Conduct technical analysis for portfolio construction
	Engage in analytical and technical discussions and present recommendation/possible solutions in written reports and/or verbal presentations
	Select and apply techniques to evaluate portfolio performance in a practical setting

MARKETING SPECIALISATION UNITS	
1.	DIGITAL MARKETING
	Understand the main frameworks for successfully implementing marketing strategies that leverage on the power of the Internet
	Articulate the benefits and limitations of the Internet and other enabling technologies to the marketing function, to organisations, to consumers and society
	Describe and analyse the major legal, ethical, and policy issues related to technology-based marketing including information privacy, security and technology access/usage difference across nations and cultures
	Explore systems and datasets relevant to innovative practices: Examine social and web-media/data
	Engage in analytical discussions and present recommendations and possible solutions in written, on-line and verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
2.	CLIENT RELATIONSHIP MANAGEMENT
	Demonstrate an understanding of product portfolio proliferation planning and service experience design; Discuss the requirements for the design and introduction of a new service concept
	Identify gaps in a service profit chain and select methods to plug them effectively
	Compare and contrast line extension and brand extension strategies
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Design a service experience plan to achieve customer delight

3.	SALES AND CHANNEL MANAGEMENT
	Demonstrate the strategic importance of Sales and Channel Management and knowledge of the planning process for selling products and services
	Discuss how distributors' resources in the marketplace enhance efficiency
	Identify the right mix and channels for enhancing reach and effectiveness to prevent setbacks/pitfalls
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Evaluate the principles of ethics in sales management
4.	BRANDING AND COMMUNICATION
	Demonstrate an understanding the branding process and key branding concepts including brand; Exhibit insight on how to manage brands across products/services and cultures/countries
	Use frameworks/metrics for evaluating the communication plan
	Appreciate brand structures and its role in developing, maintaining and growing brands; Critically evaluate options available for communication and plan communications initiatives including the formulation of messages
	Compare and contrast various communication initiatives and propose alternatives/innovations
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Formulate a budget, and briefing to an agency and develop a basic communications plan accordingly
5.	MARKETING STRATEGY
	Demonstrate an understanding of the strategic marketing concepts such as brand management, channel management, communication and promotion, and pricing strategy
	Discuss strategic marketing concepts like segmentation and positioning strategy, and brand portfolio management strategy
	Critically analyse market forces from a strategic perspective
	Examine trends and risks, and predict (propose multiple pathways of actions)
	Work in teams to deliberate on options and decisions available through groupwork (case-studies and simulations).
	Apply strategic marketing techniques in a compressed time frame to assess realistic business scenarios in a simulated environment
6.	RETAIL MANAGEMENT
	Demonstrate an understanding of the retail environment from customer, competition and technology points of view; Discuss the process of Buying and Merchandising for Retail success
	Display insight into the essentials for success in a retail business venture
	Critically assess different retail formats and design store formats in terms of business requirements and objectives business; Compare and contrast retail communication alternatives and their suitability for different retail formats
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Work in teams to deliberate on options and decisions available through groupwork (case-studies and simulations)

ENTREPRENEURSHIP SPECIALISATION UNITS	
1.	FOUNDATIONS OF ENTREPRENEURSHIP
	Define and explain the key drivers behind the creation of new ventures; Discuss the key risks that need to be assessed and mitigated where possible; Identify and explain the different aspects of going public, pursuing different growth strategies and exiting the business
	Demonstrate the knowledge of how to evaluate new venture opportunities and build a business case accordingly
	Demonstrate an insight into sources of financing, deal structuring and the venture capital and private equity markets and understand key aspects of valuing a business
	Persuasively present a business case to potential investors. Work in teams and independently to meet deadlines, delivery styles and specified quality standards

2.	COMMERCIALISATION STRATEGY
	Understand the key steps behind the commercialisation of new ideas, opportunities or ventures Evaluate different business forms, organisational structures, locations, strategies and operation models
	Comprehend how to choose the appropriate teams, partners and suppliers or service providers
	Assessing feasibility and valuing initial cashflows
	Identify the key risks and liabilities that need to be considered and how to implement mitigation strategies
	Apply startup commercialisation concepts and strategies
3.	ENTREPRENEURIAL FINANCE AND FUND RAISING
	Demonstrate an understanding of the key steps behind the financing of new ideas or new ventures and the stages of and market for entrepreneurial finance; Discuss the selection of appropriate funding partners, and deal structures for new ventures
	Evaluate financial and/or fund raising deal sources by assessing historical transactions
	Critically evaluate and analyse the key risks and liabilities that need to be considered and devise strategies to mitigate them strategies from the funders' perspectives; Identify the key risks and liabilities that need to be considered and implement mitigation strategies from the entrepreneurs' perspectives
	Explore alternate Fund Raising Methods and Strategies (provide justifications for proposal)
	Work in teams and independently to meet deadlines, delivery styles and specified quality standards
	Analyse and assess a historical transaction involving entrepreneurial finance and evaluate the risks faced by both parties
4.	GROWING GLOBAL
	Discuss the key considerations when expanding and globalising a business
	Develop a suitable plan to grow and globalise a business
	Conduct a financial needs assessment and forecast revenues and cash flows
	Utilise ideate and innovation strategies to advance plausible solutions for challenges/questions
	Apply relevant skills and business intelligence to grow and globalise a business
5.	DEAL STRUCTURING
	Identify the key considerations when entering into business alliances and partnerships; Demonstrate an understanding of how to structure appropriate deals to source funding and exit investments in entrepreneurial ventures
	Monitor and evaluate the effectiveness of entrepreneurial alliances and Value entrepreneurial ventures
	Provide a detailed valuation of the business and structure an acceptable deal to source funding; Identify aspects that are negotiable, versus areas that are non-negotiable; Recognise different deal incentives and objectives of funding providers
	Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations
	Provide a detailed valuation of the business and structure an acceptable deal to source funding – identify aspects that are negotiable, versus areas that are non-negotiable (recognising that funding providers will have different deal incentives and objectives)
6.	SOCIAL ENTREPRENEURSHIP
	Discuss key drivers behind the creation of new social ventures.
	Display insight into sources of financing, fund raising and marketing.
	Critically evaluate the different aspects of growth strategies and opportunities with new media.
	Evaluate new venture opportunities and build business cases for these Engage in analytical discussions and present recommendations and possible solutions in written reports and/or verbal presentations