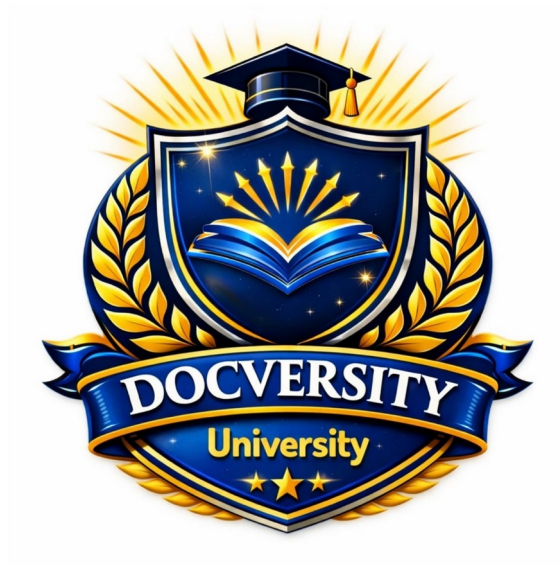




# **BACHELOR OF BUSINESS STUDIES (BBS)**

**4-Year • 8-Semester • 240 ECTS**

Complete Internationally Benchmarked Curriculum & Syllabus

**DOCVERSITY UNIVERSITY**

A4 Academic Programme Handbook

Version 1.0 • August 2026

Bachelor / First-Cycle Business Studies Programme

## Programme Status & International Recognition

**Important:** This is an internationally benchmarked curriculum framework, not an accreditation certificate.

International recognition of the resulting BBS degree depends on Docversity University's legal authorization, national qualification-framework placement, quality assurance and any external accreditation or recognition required by the relevant jurisdiction.

- 240 ECTS over four academic years: 60 ECTS per year and 30 ECTS per semester.
- Outcome-based design with applied learning, research, digital/AI literacy, ethics, sustainability and global business.
- Benchmarked to current AACSB Global Standards themes: curriculum currency, digital agility, experiential learning and Assurance of Learning.
- ECTS is used for transparency, workload and mobility; national credit rules remain applicable where required.

## Programme Specification

| Item                       | Specification                                                                     |
|----------------------------|-----------------------------------------------------------------------------------|
| <b>Award</b>               | Bachelor of Business Studies (BBS)                                                |
| <b>Institution</b>         | Docversity University                                                             |
| <b>Duration</b>            | 4 academic years / 8 semesters                                                    |
| <b>Total credits</b>       | 240 ECTS                                                                          |
| <b>Annual workload</b>     | 60 ECTS                                                                           |
| <b>Semester workload</b>   | 30 ECTS                                                                           |
| <b>Qualification level</b> | Bachelor / first cycle; exact national level subject to the competent authority   |
| <b>Delivery</b>            | Face-to-face, blended or online with equivalent outcomes and assessment integrity |
| <b>Language</b>            | English recommended for the international track; national requirements may apply  |
| <b>Internship</b>          | 6 ECTS Industry Internship / Cooperative Education                                |
| <b>Capstone</b>            | 6 ECTS Business Research / Consulting Capstone with oral defense                  |
| <b>Specialization</b>      | Four 6-ECTS electives in Semesters 7–8                                            |

## Educational Philosophy

The BBS develops broad business knowledge first, then functional competence, research and analytical capability, professional practice and strategic integration. It combines business studies with digital transformation, responsible AI, sustainability, internationalization and experiential learning.

## Programme Learning Outcomes

| Code | Competency                               | Outcome                                                                                            |
|------|------------------------------------------|----------------------------------------------------------------------------------------------------|
| PL01 | <b>Business Knowledge</b>                | Integrate management, economics, accounting, finance, marketing, operations, HR, law and strategy. |
| PL02 | <b>Analytical Reasoning</b>              | Apply quantitative, statistical and analytical methods to business problems.                       |
| PL03 | <b>Digital &amp; AI Fluency</b>          | Use digital, information, analytics and AI tools responsibly and critically.                       |
| PL04 | <b>Communication</b>                     | Communicate evidence and recommendations clearly in professional and intercultural settings.       |
| PL05 | <b>Ethics &amp; Responsibility</b>       | Apply ethics, governance, sustainability and stakeholder perspectives.                             |
| PL06 | <b>Global Competence</b>                 | Evaluate business issues through international and cross-cultural perspectives.                    |
| PL07 | <b>Innovation &amp; Entrepreneurship</b> | Identify opportunities, design solutions and create sustainable value.                             |
| PL08 | <b>Leadership &amp; Teamwork</b>         | Collaborate, lead diverse teams,                                                                   |

| Code  | Competency                 | Outcome                                                                             |
|-------|----------------------------|-------------------------------------------------------------------------------------|
|       |                            | negotiate and manage conflict.                                                      |
| PLO9  | Research & Evidence        | Conduct applied business research using appropriate methods and academic integrity. |
| PLO10 | Integrated Decision-Making | Integrate functional knowledge for decisions in complex and uncertain environments. |
| PLO11 | Professional Readiness     | Demonstrate professionalism, reflection, employability and lifelong learning.       |

## Curriculum Architecture

- Semesters 1–2 — Foundation & Business Literacy — 60 ECTS.
- Semesters 3–4 — Functional Business Studies — 60 ECTS.
- Semesters 5–6 — Integration & Professional Practice — 60 ECTS.
- Semesters 7–8 — Advanced Business, AI, Global Strategy & Specialization — 60 ECTS.

## 8-Semester Study Plan

### Semester 1 — 30 ECTS

| Code   | Course                                     | ECTS | Workload | Indicative Course Content                                                                                                 |
|--------|--------------------------------------------|------|----------|---------------------------------------------------------------------------------------------------------------------------|
| BBS101 | Principles of Business & Management        | 6    | 150      | Business functions, management roles, planning, organizing, leadership, control and contemporary management.              |
| BBS102 | Microeconomics for Business Studies        | 6    | 150      | Demand, supply, elasticity, consumer/producer behavior, costs, market structures, pricing and market failure.             |
| BBS103 | Financial Accounting I                     | 6    | 150      | Accounting principles, double-entry, journals, ledgers, adjustments, financial statements and internal controls.          |
| BBS104 | Business Mathematics & Quantitative Skills | 6    | 150      | Algebra, functions, matrices, financial mathematics, optimization, probability and quantitative business problem-solving. |
| BBS105 | Business Communication & Academic Writing  | 6    | 150      | Professional writing, reports, presentations, research, referencing, critical reading and intercultural communication.    |

### Semester 2 — 30 ECTS

| Code   | Course                                | ECTS | Workload | Indicative Course Content                                                                                                       |
|--------|---------------------------------------|------|----------|---------------------------------------------------------------------------------------------------------------------------------|
| BBS106 | Macroeconomics & Business Environment | 6    | 150      | National income, inflation, unemployment, monetary/fiscal policy, exchange rates, business cycles and external business forces. |
| BBS107 | Financial Accounting II               | 6    | 150      | Inventory, receivables, non-current assets, liabilities, equity, cash flow and analysis of published financial                  |

| Code   | Course                                 | ECTS | Workload | Indicative Course Content                                                                                                      |
|--------|----------------------------------------|------|----------|--------------------------------------------------------------------------------------------------------------------------------|
|        |                                        |      |          | statements.                                                                                                                    |
| BBS108 | Business Statistics                    | 6    | 150      | Descriptive statistics, probability, sampling, estimation, hypothesis testing, correlation and regression using business data. |
| BBS109 | Digital Business & Information Systems | 6    | 150      | Digital organizations, enterprise systems, databases, business processes, cloud concepts, cybersecurity and data governance.   |
| BBS110 | Organizational Behavior                | 6    | 150      | Motivation, teams, leadership, communication, culture, power, conflict, change and inclusive workplaces.                       |

## Semester 3 — 30 ECTS

| Code   | Course                                | ECTS | Workload | Indicative Course Content                                                                                               |
|--------|---------------------------------------|------|----------|-------------------------------------------------------------------------------------------------------------------------|
| BBS201 | Marketing Management                  | 6    | 150      | Segmentation, targeting, positioning, product, price, channels, promotion, branding, customer value and metrics.        |
| BBS202 | Business Law & Regulatory Environment | 6    | 150      | Contracts, agency, business entities, employment basics, consumer protection, intellectual property and compliance.     |
| BBS203 | Management Accounting                 | 6    | 150      | Cost behavior, costing, CVP, budgeting, standard costing, variance analysis and managerial decision support.            |
| BBS204 | Operations & Supply Chain Management  | 6    | 150      | Processes, capacity, quality, inventory, procurement, logistics, forecasting, lean systems and supply-chain resilience. |
| BBS205 | Business Research Methods I           | 6    | 150      | Research questions, literature review, research design, sampling, measurement, questionnaires, interviews and ethics.   |

## Semester 4 — 30 ECTS

| Code   | Course                              | ECTS | Workload | Indicative Course Content                                                                                              |
|--------|-------------------------------------|------|----------|------------------------------------------------------------------------------------------------------------------------|
| BBS206 | Financial Management                | 6    | 150      | Time value of money, capital budgeting, cost of capital, capital structure, working capital and risk-return decisions. |
| BBS207 | Human Resource Management           | 6    | 150      | Workforce planning, recruitment, selection, training, performance, compensation, employee relations and talent.        |
| BBS208 | Consumer Behavior & Market Research | 6    | 150      | Consumer psychology, decision processes, culture, research design,                                                     |

| Code   | Course                                     | ECTS | Workload | Indicative Course Content                                                                                                      |
|--------|--------------------------------------------|------|----------|--------------------------------------------------------------------------------------------------------------------------------|
|        |                                            |      |          | qualitative methods, surveys and customer insight.                                                                             |
| BBS209 | Management Information Systems & Analytics | 6    | 150      | MIS, business processes, data management, dashboards, analytics lifecycle, cybersecurity and decision support.                 |
| BBS210 | Entrepreneurship & Innovation              | 6    | 150      | Opportunity recognition, value propositions, business models, design thinking, lean experimentation, financing and innovation. |

## Semester 5 — 30 ECTS

| Code   | Course                                       | ECTS | Workload | Indicative Course Content                                                                                                     |
|--------|----------------------------------------------|------|----------|-------------------------------------------------------------------------------------------------------------------------------|
| BBS301 | Strategic Management                         | 6    | 150      | Industry analysis, resources/capabilities, competitive advantage, corporate strategy, implementation, control and governance. |
| BBS302 | International Business                       | 6    | 150      | Globalization, trade, FDI, country risk, entry modes, global supply chains and international strategy.                        |
| BBS303 | Corporate Finance & Investment Analysis      | 6    | 150      | Valuation, securities, portfolio concepts, risk management, financing, dividends and financial-market analysis.               |
| BBS304 | Digital Marketing & E-Commerce               | 6    | 150      | Digital customer journeys, SEO/SEM concepts, content, social media, CRM, e-commerce and conversion analytics.                 |
| BBS305 | Business Research Methods II & Applied Study | 6    | 150      | Advanced research design, data analysis, evidence evaluation, project management and applied research reporting.              |

## Semester 6 — 30 ECTS

| Code   | Course                                        | ECTS | Workload | Indicative Course Content                                                                                              |
|--------|-----------------------------------------------|------|----------|------------------------------------------------------------------------------------------------------------------------|
| BBS306 | Project Management                            | 6    | 150      | Project charter, scope, schedule, budget, risk, procurement, stakeholders, agile methods and project evaluation.       |
| BBS307 | Business Data Analytics                       | 6    | 150      | Data preparation, exploratory analysis, regression, forecasting, scenarios, dashboards and analytical recommendations. |
| BBS308 | Leadership, Negotiation & Conflict Management | 6    | 150      | Leadership, influence, negotiation, mediation, emotional intelligence, conflict diagnosis and ethical decisions.       |
| BBS309 | Business Ethics, CSR & Sustainability         | 6    | 150      | Ethics, corporate responsibility, ESG, sustainability, stakeholder                                                     |

| Code          | Course                                      | ECTS | Workload | Indicative Course Content                                                                                          |
|---------------|---------------------------------------------|------|----------|--------------------------------------------------------------------------------------------------------------------|
|               |                                             |      |          | management, responsible finance and reporting.                                                                     |
| <b>BBS310</b> | Industry Internship / Cooperative Education | 6    | 150      | Supervised workplace learning, professional conduct, applied tasks, employer evaluation, reflection and portfolio. |

## Semester 7 — 30 ECTS

| Code          | Course                                               | ECTS | Workload | Indicative Course Content                                                                                                      |
|---------------|------------------------------------------------------|------|----------|--------------------------------------------------------------------------------------------------------------------------------|
| <b>BBS401</b> | Artificial Intelligence for Business                 | 6    | 150      | AI concepts, generative AI, automation, predictive applications, governance, privacy, bias, cybersecurity and human oversight. |
| <b>BBS402</b> | Global Business Strategy & Cross-Cultural Management | 6    | 150      | Cross-cultural frameworks, global teams, international leadership, institutions and global competitive strategy.               |
| <b>BBS403</b> | Business Intelligence & Data Visualization           | 6    | 150      | KPIs, data models, dashboards, visualization, data storytelling and executive decision support.                                |
| <b>BBS404</b> | Specialization Elective I                            | 6    | 150      | Advanced study in an approved business specialization with applied professional work.                                          |
| <b>BBS405</b> | Specialization Elective II                           | 6    | 150      | Advanced study in an approved business specialization with evidence-based analysis.                                            |

## Semester 8 — 30 ECTS

| Code          | Course                                                  | ECTS | Workload | Indicative Course Content                                                                                       |
|---------------|---------------------------------------------------------|------|----------|-----------------------------------------------------------------------------------------------------------------|
| <b>BBS406</b> | Integrated Business Simulation & Executive Decision Lab | 6    | 150      | Integrated finance, marketing, operations, HR, strategy, analytics and ethics under uncertainty.                |
| <b>BBS407</b> | Business Research / Consulting Capstone                 | 6    | 150      | Business problem definition, research, analysis, recommendations, implementation plan, report and oral defense. |
| <b>BBS408</b> | Specialization Elective III                             | 6    | 150      | Advanced specialization study and complex business problem-solving.                                             |
| <b>BBS409</b> | Specialization Elective IV                              | 6    | 150      | Advanced specialization study with innovation, international or specialist application.                         |
| <b>BBS410</b> | Professional Practice, Career & Employability           | 6    | 150      | Career strategy, CV, interviews, networking, professional identity, entrepreneurship and postgraduate planning. |

# Specialization Elective Catalogue

Four electives are selected in Semesters 7–8, subject to prerequisites, scheduling and institutional approval. The catalogue may be updated through formal curriculum governance.

| Code | Elective                                   |
|------|--------------------------------------------|
| E01  | Banking & Financial Services               |
| E02  | Investment & Portfolio Management          |
| E03  | International Finance                      |
| E04  | Taxation & Business Planning               |
| E05  | FinTech & Digital Payments                 |
| E06  | Advanced Marketing Analytics               |
| E07  | Brand Management                           |
| E08  | Sales & Key Account Management             |
| E09  | Retail & Omnichannel Management            |
| E10  | Human Capital Analytics                    |
| E11  | Talent Development & Learning              |
| E12  | Operations Analytics                       |
| E13  | Strategic Procurement                      |
| E14  | Quality Management & Six Sigma Foundations |
| E15  | Logistics & Global Supply Chains           |
| E16  | Family Business Management                 |
| E17  | Social Entrepreneurship                    |
| E18  | Startup Finance & Venture Growth           |
| E19  | Innovation & Design Thinking Lab           |
| E20  | International Trade & Economic Policy      |
| E21  | Cybersecurity & Risk for Managers          |
| E22  | Sustainable Business & Circular Economy    |
| E23  | Business Analytics with Python             |
| E24  | Applied Econometrics for Business          |
| E25  | Healthcare Management                      |
| E26  | Hospitality & Tourism Management           |
| E27  | Public & Nonprofit Management              |
| E28  | Sports & Event Business                    |
| E29  | Real Estate & Property Management          |
| E30  | Digital Product Management                 |

## Complete Course Syllabus Framework

### Semester 1

#### BBS101 — Principles of Business & Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Business functions, management roles, planning, organizing, leadership, control and contemporary management.

#### Learning outcomes:

- Explain major concepts, theories and frameworks in Principles of Business & Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

#### BBS102 — Microeconomics for Business Studies

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Demand, supply, elasticity, consumer/producer behavior, costs, market structures, pricing and market failure.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Microeconomics for Business Studies.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

**BBS103 — Financial Accounting I**

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Accounting principles, double-entry, journals, ledgers, adjustments, financial statements and internal controls.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Financial Accounting I.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

**BBS104 — Business Mathematics & Quantitative Skills**

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Algebra, functions, matrices, financial mathematics, optimization, probability and quantitative business problem-solving.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Business Mathematics & Quantitative Skills.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

**BBS105 — Business Communication & Academic Writing**

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Professional writing, reports, presentations, research, referencing, critical reading and intercultural communication.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Business Communication & Academic Writing.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.



**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Semester 2

### BBS106 — Macroeconomics & Business Environment

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** National income, inflation, unemployment, monetary/fiscal policy, exchange rates, business cycles and external business forces.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Macroeconomics & Business Environment.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS107 — Financial Accounting II

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Inventory, receivables, non-current assets, liabilities, equity, cash flow and analysis of published financial statements.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Financial Accounting II.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS108 — Business Statistics

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Descriptive statistics, probability, sampling, estimation, hypothesis testing, correlation and regression using business data.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Business Statistics.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## BBS109 — Digital Business & Information Systems

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Digital organizations, enterprise systems, databases, business processes, cloud concepts, cybersecurity and data governance.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Digital Business & Information Systems.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## BBS110 — Organizational Behavior

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Motivation, teams, leadership, communication, culture, power, conflict, change and inclusive workplaces.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Organizational Behavior.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Semester 3

### BBS201 — Marketing Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Segmentation, targeting, positioning, product, price, channels, promotion, branding, customer value and metrics.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Marketing Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS202 — Business Law & Regulatory Environment

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Contracts, agency, business entities, employment basics, consumer protection, intellectual property and compliance.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Business Law & Regulatory Environment.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS203 — Management Accounting

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Cost behavior, costing, CVP, budgeting, standard costing, variance analysis and managerial decision support.

#### Learning outcomes:

- Explain major concepts, theories and frameworks in Management Accounting.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS204 — Operations & Supply Chain Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Processes, capacity, quality, inventory, procurement, logistics, forecasting, lean systems and supply-chain resilience.

#### Learning outcomes:

- Explain major concepts, theories and frameworks in Operations & Supply Chain Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS205 — Business Research Methods I

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Research questions, literature review, research design, sampling, measurement, questionnaires, interviews and ethics.

#### Learning outcomes:

- Explain major concepts, theories and frameworks in Business Research Methods I.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Semester 4

### BBS206 — Financial Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Time value of money, capital budgeting, cost of capital, capital structure, working capital and risk-return decisions.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Financial Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS207 — Human Resource Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Workforce planning, recruitment, selection, training, performance, compensation, employee relations and talent.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Human Resource Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS208 — Consumer Behavior & Market Research

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Consumer psychology, decision processes, culture, research design, qualitative methods, surveys and customer insight.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Consumer Behavior & Market Research.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## BBS209 — Management Information Systems & Analytics

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** MIS, business processes, data management, dashboards, analytics lifecycle, cybersecurity and decision support.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Management Information Systems & Analytics.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## BBS210 — Entrepreneurship & Innovation

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Opportunity recognition, value propositions, business models, design thinking, lean experimentation, financing and innovation.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Entrepreneurship & Innovation.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Semester 5

### BBS301 — Strategic Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Industry analysis, resources/capabilities, competitive advantage, corporate strategy, implementation, control and governance.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Strategic Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS302 — International Business

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Globalization, trade, FDI, country risk, entry modes, global supply chains and international strategy.

### Learning outcomes:

- Explain major concepts, theories and frameworks in International Business.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS303 — Corporate Finance & Investment Analysis

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Valuation, securities, portfolio concepts, risk management, financing, dividends and financial-market analysis.

#### Learning outcomes:

- Explain major concepts, theories and frameworks in Corporate Finance & Investment Analysis.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS304 — Digital Marketing & E-Commerce

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Digital customer journeys, SEO/SEM concepts, content, social media, CRM, e-commerce and conversion analytics.

#### Learning outcomes:

- Explain major concepts, theories and frameworks in Digital Marketing & E-Commerce.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS305 — Business Research Methods II & Applied Study

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced research design, data analysis, evidence evaluation, project management and applied research reporting.

#### Learning outcomes:

- Explain major concepts, theories and frameworks in Business Research Methods II & Applied Study.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Semester 6

### BBS306 — Project Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Project charter, scope, schedule, budget, risk, procurement, stakeholders, agile methods and project evaluation.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Project Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS307 — Business Data Analytics

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Data preparation, exploratory analysis, regression, forecasting, scenarios, dashboards and analytical recommendations.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Business Data Analytics.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS308 — Leadership, Negotiation & Conflict Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Leadership, influence, negotiation, mediation, emotional intelligence, conflict diagnosis and ethical decisions.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Leadership, Negotiation & Conflict Management.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.



### BBS309 — Business Ethics, CSR & Sustainability

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Ethics, corporate responsibility, ESG, sustainability, stakeholder management, responsible finance and reporting.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Business Ethics, CSR & Sustainability.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS310 — Industry Internship / Cooperative Education

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Supervised workplace learning, professional conduct, applied tasks, employer evaluation, reflection and portfolio.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Industry Internship / Cooperative Education.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Employer evaluation 25%; reflection 15%; applied report 40%; portfolio/presentation 20%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Semester 7

### BBS401 — Artificial Intelligence for Business

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** AI concepts, generative AI, automation, predictive applications, governance, privacy, bias, cybersecurity and human oversight.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Artificial Intelligence for Business.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS402 — Global Business Strategy & Cross-Cultural Management

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Cross-cultural frameworks, global teams, international leadership, institutions and global competitive strategy.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Global Business Strategy & Cross-Cultural Management.



- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

#### BBS403 — Business Intelligence & Data Visualization

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** KPIs, data models, dashboards, visualization, data storytelling and executive decision support.

##### Learning outcomes:

- Explain major concepts, theories and frameworks in Business Intelligence & Data Visualization.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

#### BBS404 — Specialization Elective I

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced study in an approved business specialization with applied professional work.

##### Learning outcomes:

- Explain major concepts, theories and frameworks in Specialization Elective I.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

#### BBS405 — Specialization Elective II

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced study in an approved business specialization with evidence-based analysis.

##### Learning outcomes:

- Explain major concepts, theories and frameworks in Specialization Elective II.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Semester 8

### BBS406 — Integrated Business Simulation & Executive Decision Lab

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Integrated finance, marketing, operations, HR, strategy, analytics and ethics under uncertainty.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Integrated Business Simulation & Executive Decision Lab.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Simulation 30%; decision memos 20%; team analysis 20%; executive presentation 20%; reflection 10%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS407 — Business Research / Consulting Capstone

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Business problem definition, research, analysis, recommendations, implementation plan, report and oral defense.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Business Research / Consulting Capstone.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Proposal 10%; evidence review 15%; analysis 25%; final report 30%; oral defense 20%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS408 — Specialization Elective III

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced specialization study and complex business problem-solving.

**Learning outcomes:**

- Explain major concepts, theories and frameworks in Specialization Elective III.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS409 — Specialization Elective IV

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Advanced specialization study with innovation, international or specialist application.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Specialization Elective IV.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

### BBS410 — Professional Practice, Career & Employability

**Credits:** 6 ECTS / approximately 150 total learner hours. **Scope:** Career strategy, CV, interviews, networking, professional identity, entrepreneurship and postgraduate planning.

### Learning outcomes:

- Explain major concepts, theories and frameworks in Professional Practice, Career & Employability.
- Apply appropriate methods, tools and frameworks to business problems.
- Analyze evidence, alternatives, risks and stakeholder implications.
- Communicate defensible conclusions and recommendations professionally.

**Indicative assessment:** Continuous assessment 30%; applied case/project 20%; midterm 20%; final integrative assessment/examination 30%.

**Learning activities:** interactive teaching, cases, workshops, problem-based learning, simulations, projects, research and independent study.

## Teaching, Learning & Assessment

- Each 6-ECTS course represents approximately 150 hours of total learner workload under this framework.
- Use active learning: cases, projects, simulations, authentic data, presentations and reflective practice.
- Assessment should progressively measure knowledge, application, analysis, evaluation and creation.
- Each core course should include at least one authentic/applied assessment where feasible.
- AI-assisted work must follow course rules for disclosure, verification, originality, privacy and academic integrity.
- Assessment rubrics should map course outcomes to programme learning outcomes.

## Recommended Assessment Model

| Assessment Type                  | Typical Share | Purpose                              |
|----------------------------------|---------------|--------------------------------------|
| Projects / cases / simulations   | 25–35%        | Authentic application                |
| Individual assignments / reports | 15–25%        | Independent analysis                 |
| Quizzes / midterms               | 10–20%        | Knowledge and feedback               |
| Final integrative assessment     | 20–35%        | Synthesis                            |
| Participation / reflection       | 5–15%         | Engagement and professional learning |

## Industry Internship / Cooperative Education

BBS310 is a required 6-ECTS professional-learning component in an approved company, startup, nonprofit, public-sector or other organization.

- Learning agreement and defined objectives.
- Host supervisor plus University academic supervisor.
- Workload consistent with 6 ECTS and applicable law.
- Work-product portfolio, feedback and reflective journal.
- Final applied report connecting workplace learning to BBS outcomes.

## Business Research / Consulting Capstone

- Define a significant business problem.
- Review academic and professional evidence.
- Use an appropriate research/diagnostic method and ethical data practices.
- Analyze findings using suitable qualitative or quantitative methods.
- Develop feasible recommendations, implementation steps, risks and KPIs.
- Submit a professional report and complete an oral defense.

## Assurance of Learning & Continuous Improvement

Docversity University should maintain a documented Assurance of Learning system using direct and indirect evidence, programme benchmarks, improvement actions and follow-up measurement.

- Direct evidence: capstone, research projects, simulations, presentations and analytical assignments.
- Indirect evidence: graduate surveys, employer feedback, internship evaluations and progression data.
- Maintain a PLO-to-course assessment map showing introduction, development and demonstration.
- Set measurable performance benchmarks for selected PLOs.
- Document curriculum changes and evaluate their effect in the next cycle.
- Use faculty, student, alumni, employer and external academic input.

## Academic, AI, Data & Professional Policies

**Academic Integrity:** Plagiarism, fabrication, falsification, unauthorized collaboration and prohibited/undisclosed AI use are misconduct.

**Responsible AI:** Use AI only when permitted; disclose where required; verify outputs; protect confidential data; respect copyright and originality.

**Assessment Integrity:** Use proportionate methods to protect identity, authorship, examination security and authenticity.

**Data & Privacy:** Handle student, client and organizational information securely under applicable privacy requirements.

**Inclusive Learning:** Provide reasonable academic support and accessible resources consistent with law and policy.

**Professional Conduct:** Maintain respectful, ethical and professional behavior in classrooms, digital environments, internships and projects.

## Faculty, Resources & Student Support

- Appropriately qualified faculty and/or professionally current practitioner-faculty.
- Current course outlines, readings, assessment rubrics and learning resources.
- Updated business cases, datasets and technology examples.
- Academic advising, career services, library/database access, digital learning support and internship coordination.
- Equivalent learning outcomes, interaction, assessment validity and student support in online/blended delivery.
- Faculty development in pedagogy, assessment, analytics, digital tools and responsible AI.

## Graduation Requirements

- Complete all 240 ECTS.
- Complete the 6-ECTS internship/cooperative education requirement.
- Complete and defend the 6-ECTS capstone.
- Meet University progression, academic-integrity and graduation rules.
- Meet any applicable national language, general education or professional requirements.

## International Benchmarking References

This curriculum is internationally benchmarked rather than automatically internationally accredited. It uses the ECTS workload/mobility framework and aligns its curriculum and quality architecture with contemporary business-education principles, including curriculum renewal, technology and AI agility, experiential learning and Assurance of Learning.

- European Commission — European Credit Transfer and Accumulation System (ECTS).
- AACSB International — Global Standards for Business Education, adopted 2026.
- UNESCO Institute for Statistics — ISCED 2011 bachelor/first-cycle Level 6 reference.

## Recommended Curriculum Governance

- Programme Committee — curriculum coherence, PLO mapping and annual monitoring.
- Faculty Board — course approval, assessment standards and academic progression.
- Industry Advisory Board — employability, technology and professional relevance.
- Quality Assurance Unit — AoL, programme review and continuous improvement.
- Academic Affairs / Registrar — official programme specification, transcript and graduation rules.
- External academic reviewer(s) — periodic review of academic level, comparability and assessment.

## Document Control

| Field                | Entry                                                                                                   |
|----------------------|---------------------------------------------------------------------------------------------------------|
| <b>Document</b>      | BBS 4-Year / 8-Semester Complete Curriculum & Syllabus                                                  |
| <b>Institution</b>   | Docversity University                                                                                   |
| <b>Version</b>       | 1.0                                                                                                     |
| <b>Date</b>          | August 2026                                                                                             |
| <b>Format</b>        | A4                                                                                                      |
| <b>Total Credits</b> | 240 ECTS                                                                                                |
| <b>Review</b>        | Annual course currency review; formal programme review on the approved institutional cycle              |
| <b>Approval</b>      | To be completed by authorized academic governance and the competent regulator/accreditor, as applicable |