

## PROGRAMME SPECIFICATION

### Course record information

Name and level of final award:	<p><b>BA Honours Human Resource Management</b></p> <p><b>BA Honours Human Resource Management with professional experience</b></p> <p><b>BA Honours Human Resource Management with international experience</b></p> <p>The BA Human Resource Management is a BA degree that is Bologna FQ-EHEA first cycle degree or diploma compatible.</p>
Name and level of intermediate awards:	<p>BA Human Resource Management</p> <p>Diploma of Higher Education in Human Resource Management</p> <p>Certificate of Higher Education in Human Resource Management</p>
Awarding body/institution:	University of Westminster
Teaching Institution:	Westminster Business School
Status of awarding body/institution:	Recognised Body
Location of delivery:	London
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	<p>Three years full time. Four years full time if including one year international or one year professional experience.</p> <p>September start.</p>
<u>QAA subject benchmarking group(s)</u> :	QAA benchmarks in General Business Management (2015)
Professional statutory or regulatory body:	Award of Chartered Institute of Personnel and Development (CIPD) Level 5 Certificate in Human Resource Management
Date of course validation/review:	March 2015
Date of programme specification approval:	May 2017
Valid for cohorts :	<p>2016/17 Level 4; 2017/18 Levels 4 and 5</p> <p>2018/19 Level 4, 5 and 6</p>
Course Leader	Caroline Bolam
UCAS code and URL:	<a href="http://westminster.ac.uk/courses/undergraduate">westminster.ac.uk/courses/undergraduate</a>

## Admissions requirements

There are standard minimum [entry requirements](#) for all undergraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information can be found here: [westminster.ac.uk/courses/undergraduate/how-to-apply](http://westminster.ac.uk/courses/undergraduate/how-to-apply)

## Aims of the course

People are one of the most expensive resources of an organisation in the contemporary dynamic, global knowledge economy, but they are also of great importance. As organisations change, develop and operate internationally, knowledge of people management processes is essential at both operational and strategic levels. Managing people to develop their potential and to make effective use of their capability has always been an exciting but challenging business function. On this degree, you will learn about the full range of approaches to these challenges of people management and development and develop the important skills necessary to work in a HR role.

The course offers an academic experience with a strong emphasis on development of the knowledge skills and capabilities appropriate to the study of Human Resource Management in line with the CIPD professional map.

The BA Honours Human Resource Management has been designed to:

- equip you with the specialised skills and knowledge, as recognised by the CIPD, to pursue a career in Human Resource Management or to continue to post-graduate study;
- develop the knowledge, skills and capabilities you require to respond proactively and creatively to contemporary business issues and the challenges of the global business environment;
- help you to develop a range of intellectual, professional attributes and transferable skills such as team working, problem-solving, research, critical and creative thinking and communication that will enable you to gain employment and then to add value to an organisation;
- help you to develop the resilience to perform under pressure, to continue to strive towards a solution in adverse circumstances and to use feedback to find a way through to a successful outcome;
- equip you with a critical understanding of global diversity in business practice, culture, social responsibility and ethics.

## What will you be expected to achieve?

Learning outcomes are statements on what successful students have achieved as the result of learning. These are threshold statements of achievement the learning outcomes broadly fall into four categories:

- The overall **knowledge and understanding** you will gain from your course (KU).

- **Graduate attributes** are characteristics that you will have developed during the duration of your course (GA).
- **Professional and personal practice learning outcomes** are specific skills that you will be expected to have gained on successful completion of the course (PPP)
- **Key transferable skills** that you will be expected to have gained on successful completion of the course. (KTS)

#### Level 4 learning outcomes

##### **Upon completion of level 4 you will be able to demonstrate:**

- L4.1** Work effectively in a group meeting obligations to other group members while demonstrating an understanding of the characteristics, functions and processes of business organisations and economies in a global context (KU)
- L4.2** Use Information Technology, including secure working in an online environment. (PPP)
- L4.3** Research business problems using both qualitative and quantitative data, to present information in a useful way. (PPP)
- L4.4** Communicate effectively, orally and in writing, in a clear and concise manner and with cultural understanding using a range of media which are widely used in business English and in the language of the degree, recognising that not all are fluent in that language. (KTS)
- L4.5** Demonstrate teamwork and leadership skills (KTS)
- L4.6** Demonstrate a range of intellectual skills and attributes including reflective thinking, research and planning, managing and prioritising own study time to meet set objectives, and structuring a coherent argument with conclusions linked to evidence. (KTS)
- L4.7** Show an awareness of cultural differences within organisations and their environments and an understanding of their impact on ethical constraints and dilemmas in relation to personal and national beliefs and values. (GA)

#### Level 5 learning outcomes

##### **Upon completion of level 5 you will be able to demonstrate:**

- L5.1** Apply suitable HRM theories and models to integrated business practice, to develop business acumen (KU)
- L5.2** Evaluate the impact on organisations of the key global economic and financial issues facing the world today, and be able to propose HR related solutions. (KU)
- L5.3** Manage and use information technology in a professional context (PPP)
- L5.4** Conduct research and test theory using a range of analytical skills (PPP).
- L5.5** Communicate effectively in an appropriate medium and style with regard to audience and desired emotional effect. (PPP)
- L5.6** Continue to develop reflective learning and also critical thinking, be aware of reliability and validity of research applied. (KTS)
- L5.7** Evaluate the impact of business on the wider social environment in relation to ethical and cultural perspectives. (GA)

#### Level 6 learning outcomes

##### **Upon completion of level 6 you will be able to demonstrate:**

- L6.1** Work collaboratively to apply a cross-cultural perspective on the operational and strategic position of organisations and critically examine policies and strategies that

- managers may adopt to help organisations adapt in increasingly complex internal and external environments in a global context (KU)
- L6.2** Critically evaluate the strategies that managers use to help organisations adapt in an uncertain or complex environment, and understand people management approaches and their impact on organisational behaviour. (KU)
  - L6.3** Apply information and internet based technologies creatively and innovatively. (PPP)
  - L6.4** Carry out an independent research study on a topic related to human resource management and develop appropriate criteria to identify a range of solutions to a problem. (PPP)
  - L6.5** Engage in debate in a professional manner using HRM terminology with understanding. (KTS)
  - L6.6** Work effectively as a member of a team in a professional manner, negotiating, managing conflict and mentoring group members. (KTS)
  - L6.7** Critically evaluate arguments, assumptions, abstract concepts and data to make own judgements, using a strong conceptual and methodological framework. (KTS)
  - L6.8** Set criteria for cultural diversity and ethical issues and their impact on self-management and management of others. (GA)

### **How will you learn?**

To improve student experience the BA Human Resource Management emphasises *active* student learning through classes, workshops, problem-based and blended learning designed to engage your interest and to promote your learning. For each module, you will receive a schedule of learning activities: you will need to engage with and complete all of these in order to learn from your experience of the module. Employability and enterprise are strongly embedded in the modules through the use of practical activities.

You will be encouraged to work in groups with other students (we often call these 'learning sets') during classes and for any non-assessed purpose, including revision and examination preparation. This gives you the opportunity to learn from one another and helps you to value the views of others and to learn to give and receive constructive feedback.

Course material will be provided electronically through the virtual learning environment platform (Blackboard) which means you can access learning material when and where you want. Blackboard also allows you to communicate with your group members and your module leader through wikis and blogs.

The Level 4 core module 4BUSS001W Global Business Environment is an integrating module which draws together your knowledge to see the bigger picture of how businesses operate locally and globally. It uses problem based learning: working in teams, you identify what you need to know, what you already know, and how and where to access new information that may lead to a solution of the problem. This helps you to develop flexibility, knowledge, effective problem solving skills, self-directed learning, collaboration skills and intrinsic motivation. We use a blended learning approach which combines the best of traditional face to face teaching methods such as classes with the use of on-line resources such as videos, tests and quizzes to improve your learning experience.

Blended-learning is used by leading universities world-wide as it enables you to:

- have a degree of flexibility regarding when you study
- become an independent learner
- clarify confusing topics by reviewing videos of topics (as many times as required)
- revise using multi-media resources and not just your own notes

Similarly, the final year module 6MNST001W Global Strategic Management helps you to integrate and apply your knowledge from all areas of your degree through an online business simulation. This 'synoptic assessment' allows you to demonstrate that you understand the bigger picture, by drawing connections between what you have learnt on different modules. At Level 6 there is an expectation that you will take a pro-active, self-directed approach to your own learning.

Teaching will be informed by our research so giving you the benefit of the knowledge of current theories and, where appropriate, their practical application.

### **How will you be assessed?**

Assessment is an integral part of your learning process. It is designed to promote initiative and creativity, critical thinking, structure of coherent arguments, evaluation, research and analysis, professional communication skills, effective group work, personal reflection, time management, the ability to meet deadlines, and ability to work under pressure. It is not merely about giving and receiving a mark: rather to ensure that your competences and abilities in business are enhanced.

Every module incorporates 'formative assessment' which you are expected to complete as it provides you with useful feedback so you can reflect on your progress and act on the feedback to prepare for the assessments that count. Formative assessments are important to you as they help you to identify ways in which you can improve and areas of strength to be developed further.

Summative assessment will measure your individual learning and achievement. You can expect to be assessed on the learning outcomes of your course in core modules through coursework in the form of essays, reports, presentations, case studies as well as time constrained in-class tests and exams. Weightings for each assessment element will vary to reflect the nature and level of the module.

Exams develop your ability to work under pressure and will be an advantage to you in preparing you for attempting subsequent professional body examinations. As the exams on this degree contribute to professional body requirements, you will be expected to complete them. Exams will normally be unseen and involve analysis and not merely repeating factual information. Papers may include multiple choice, short answer, essay or data handling sections. Some may use a seen case study. This allows you to demonstrate your learning in a variety of ways.

Our employers tell us that the ability to work effectively as part of a team is an essential skill which they expect graduates to have. In relation to your degree, assessed group work is useful to you as it:

- helps you to become more self-aware, self-critical and self-analytical
- improves the quality of your work by benefiting from the integration of diverse perspectives
- allows you to tackle tasks of greater complexity or carry out tasks in greater depth or breadth than would be the case if you had tackled it on your own

Consequently, assessed group work has been incorporated where it reflects the working practice in that professional area. There will be group assessment at level 6 only in the business simulation of the module 6MNST001W Global Strategic Management.

In each year of your Course, you will complete 'synoptic' assessments which will encourage you to appreciate and apply the full breadth and depth of your knowledge. At Level 4, in

4BUSS001W Global Business Environment, you will draw together your knowledge to see the bigger picture of how businesses operate locally and globally. At Level 5, in 5HURM001W HRM Essentials, you will draw together, and reflect on your learning and skill development on the course and in your life experience. At Level 6, in 6MNST001W Global Strategic Management, you will integrate and apply your accumulated knowledge from all areas of your degree through a business simulation.

### Employment and further study opportunities

The BA Honours Human Resource Management aims to create graduates who will be able to demonstrate the following five Graduate Attributes:

- Critical and creative thinkers
- Literate and effective communicator
- Entrepreneurial and forward looking
- Global in outlook and engaged in diverse communities
- Social, ethically and environmentally aware

These Graduate Attributes are designed to help you enhance your employability when you leave with a degree in Human Resource Management. They are aligned to the Course Outcomes as follows:

Graduate Attribute	Evident in Course Outcomes
Critical and creative thinker	L4.1, L4.3, L4.4, L4.6 L5.1, L5.2, L5.4, L5.6 L6.2, L6.4, L6.7, L6.8
Literate and effective communicator	L4.2, L4.3, L4.4, L4.5, L4.6 L5.3, L5.5, L6.3, L6.4, L6.5, L6.6, L6.7
Entrepreneurial	L4.1 L5.1 L6.4, L6.7
Global in outlook and engaged in communities	L4.1 L5.1, L5.2, L5.7 L6.1, L6.2, L6.4, L6.6, L6.8
Socially, ethically and environmentally aware	L4.1, L4.7 L5.7 L6.1, L6.7, L6.8

University of Westminster courses capitalise on the benefits that London as a global city and as a major cosmopolitan creative, intellectual and technology hub has to offer for the learning environment and experience of our students.

Human Resource Management is a growing area of business. Since the launch of its professional map in 2009, the Chartered Institute of Personnel and Development (CIPD) has recognised various skills and behaviours that, in consultation with business, have been agreed as necessary for a professional within the field of Human Resource Management. Westminster Business School is one of the leading providers of CIPD accredited HRM programmes in the UK. The BA Human Resource Management degree offers you the opportunity to develop your expertise in HRM and Leadership and Development and the award of the CIPD Level 5 Certificate in Learning and Development will support your aspiration to become a professional member of the CIPD, as an Associate member.

Businesses increasingly operate with teams of specialists, including in HRM, so require people who can communicate effectively and can interact effectively within a team recognising and supporting leadership, being proactive in leadership, negotiating, and managing conflict. Employers of our graduates expect you to have skills of critical thinking, analysis and synthesis; effective communication using varied technology and media; quantitative aptitude and effective problem solving; reflective, adaptive and collaborative learning; motivation and initiative. As a graduate of the BA Human Resource Management degree, you will be well equipped to meet these challenges.

We provide the opportunity for all students to undertake an optional one-year work placement to add value to the student experience. Every student is allocated a Personal & Professional Development Tutor (PPDT) in their first year who will not only provide tutorial guidance from the start of your degree but will work with you to identify, develop and articulate your employability skills in your Personal Development Plan which will be closely linked to activities in core modules. The aim is to help you to gain an internship or work placement and future graduate employment. There is also a designated team of advisers who have effective links with industry and will support you to find a relevant placement.

You will also have the opportunity to spend either a year studying at one of our overseas partner Universities or you may combine a semester of study overseas with a one semester work placement overseas. This is not only an exciting experience for you; it helps you to develop a global outlook which is valued by most employers.

Past graduates of a similar specialist HRM degree have found successful employment as: HR Administrator, HR Management Officer, HR Project Support Officer, Staff Learning & Development Co-ordinator, HR Systems Adviser, recruitment consultant, management trainee.

Many students progress to further study on graduation with a view to becoming a CIPD Chartered Member (MCIPD) either by taking the CIPD Diploma at advanced level 7 or a specialist Master's degree in the discipline.

## Course structure

This section shows the core and option modules available as part of the course and their credit value. Full-time Undergraduate students study 120 credits per year. Course structures can be subject to change each academic year following feedback from a variety of sources.

Modules are described as:

- **Core** modules are ones that must be undertaken by all students on your course.
- **Option modules** are related to your specific course from which you must choose at least one at Level 5 and one at Level 6.
- **WBS UG Programme (Faculty) options** include: the course options and options from other courses (subject to pre-requisite requirements and availability).
- **Westminster (University) electives:** are modules from across the whole University which allow you to broaden your experience. For example, you may choose to commence the study of a foreign language alongside your course modules (and take this through to the final year), thereby adding further value to your degree.

## BA (Hons) Human Resource Management

Credit Level 4				
Module code	Module title	Status	UK credit	ECTS
4BUSS001W	Global Business Environment	Core	20	10
4HURM001W	Analysing and Managing Information for HR	Core	20	10
4HURM002W	Introduction to Human Resource Management	Core	20	10
4HURM003W	Introduction to Organisational Behaviour	Core	20	10
4HURM004W	Accounting, Finance and Marketing for Human Resource Management	Core	20	10
<b>Select 1 from:</b>	WBS L4 UG Programme (Faculty) option or Westminster (University) L4 elective	Elective	20	10
<b>Award of Certificate of Higher Education available</b>				
Credit Level 5				
Module code	Module title	Status	UK credit	ECTS
5HURM001W	HRM Essentials	Core	20	10
5HURM002W	Reward Management	Core	20	10
5HURM003W	Resourcing and Talent Planning	Core	20	10
5HURM004W	Contemporary Employment Relations	Core	20	10
<b>Select 1 or 2 from:</b>				
5HURM005W	Work and Organisational Psychology within the HR context	Option	20	10
5HURM006W	Leadership and Management	Option	20	10
5HURM007W	Sociology of Work and Industry	Option	20	10
Max 1 from:	WBS L5 UG Programme (Faculty) option or Westminster (University) L5 elective	Elective	20	10
<b>Award of Diploma of Higher Education available</b>				
<p><b>International Experience Year</b></p> <p>If you choose to take the opportunity to spend one academic year after Level 5 studying overseas at one of our exchange partner institutions or combining this with an overseas work placement, you must successfully complete a preparatory programme. You must also complete 5BUSS004W International Experience Year during your year abroad.</p>				
<p><b>Professional Experience Year</b></p> <p>If you choose to take the opportunity of a one year work placement after Level 5, you must take 6BUSS005W Professional Experience during your placement and on your return as your Level 6 Elective.</p>				



Credit Level 6				
Module code	Module title	Status	UK credit	ECTS
6MNST001W	Global Strategic Management	Core	20	10
6HURM001W	Contemporary Issues in HRM	Core	20	10
6HURM002W	Contemporary Developments in Human Resource Development	Core	20	10
6HURM003W	Employment Law	Core	20	10
<b>Select 1 or 2 from:</b>				
6HURM004W	Assessing and Developing Talent	Option	20	10
6HURM005W	Cultural Differences and People Management	Option	20	10
6HURM006W	Coaching and Mentoring in the Workplace	Option	20	10
<b>Max 1 from:</b>	WBS L6 UG Programme (Faculty) option or Westminster (University) L6 elective or 6BUSS005W Professional Experience	Elective	20	10
<b>Award BA available</b>				
<b>Award BA Honours available.</b>				

Please note: Not all option modules will necessarily be offered in any one year.

### Professional Body Accreditation or other external references

The skills strategy for the **BA Human Resource Management** course has drawn upon the key national documents: QAA (2001) A Framework for HE Qualifications in England, Wales and Northern Ireland; QAA (2015) Subject benchmarks in General Business Management; and Association to Advance Collegiate Schools of Business (AACSB) standards for Business Accreditation (2013). When embedding good practice in modules, module teams have used the SEEC (2010) Credit Level Descriptors for Further and Higher Education as a reference point. The requirements of relevant professional bodies for recognition and exemptions have influenced the curriculum and assessment of the specialist modules.

Award of Chartered Institute of Personnel and Development (CIPD) Level 5 Certificate in Learning and Development to be sought

### Academic regulations

The current Handbook of Academic Regulations is available at [westminster.ac.uk/academic-regulations](http://westminster.ac.uk/academic-regulations)

### How will you be supported in your studies?

#### Course Management

The BA (Hons) Human Resource Management degree has a designated Course Leader whom you will meet during your first week and who is available for consultation during weekly office hours throughout the year or by appointment. You take modules, normally in common with students from your course, which each have a Module Leader who is responsible for the smooth running of that module. Module Leaders are usually available during term-time during their office hours or by appointment. The degree is one of a number offered by Westminster Business School and you will be part of a vibrant academic community with access to a full programme of additional **classes** and social events organised by our student societies. At all levels of your university study you will have a Personal and Professional Development Tutor who will help and guide you through the complexities of life at University.

## **Academic Support**

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Faculty Registry Office. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students

## **Learning Support**

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students<sup>1</sup> can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their Faculty. Students can also securely connect their own laptops and mobile devices to the University wireless network.

## **Support Services**

The University of Westminster Student Affairs department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University.

## **How do we ensure the quality of our courses and continuous improvement?**

The course was initially approved by a University Validation Panel in 2015. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the Faculty to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the outcomes from Course Committees, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. Each Faculty puts in to place an action plan. This may for example include making changes on the way the module is taught, assessed or even how the course is structured in order to improve the course, in such cases an approval process is in place.

A Course review takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with review panels to provide feedback on their experiences. Student feedback from previous

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<sup>1</sup> Students enrolled at Collaborative partners may have differing access due to licence agreements.

years e.g. from Course Committees is also part of the evidence used to assess how the course has been running.

### **How do we act on student feedback?**

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through Course Committees students have the opportunity to express their voice in the running of their course. Student representatives are elected to Committee to expressly represent the views of their peer. The University and the Students' Union work together to provide a full induction to the role of the student representatives.
- Each Faculty also has its own Faculty Student Forum with student representatives; this enables wider discussions across the Faculty. Student representatives are also represented on key Faculty and university committees.
- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.
- The University also has an annual Student Experience Survey which seeks the opinions of students about their course and University experience. Final year Undergraduate students will be asked to complete the National Student Survey which helps to inform the national university league tables.

**Please note:** This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. This specification should be read in conjunction with the Course Handbook provided to students and Module Handbooks, which provide more detailed information on the specific learning outcomes, content, teaching, learning and assessment methods for each module.

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## BA Human Resource Management Assessment Map

### Level 4 core modules

Module code	Credits	Exam (3 hr)	Exam (2¼ hr)	Exam (1½ hr)	Report, Essay, Portfolio (4,000 words)	Report, Essay, Portfolio (3,000 words)	Report, Essay, Portfolio (2,000 words)	Report, Essay, Portfolio (1,000 words)	Group Report (2,000 words)	In Class Test (1 hr)	On-line tests	Individual Presentation	Group Presentation (20 mins)
4BUSS001W	20								25%		50%		25
4HURM001W	20						50%			25%			25
4HURM002W	20						50%						50
4HURM003W	20					75%		25%					
4HURM004W	20						50% & 50%						

### Level 5 core modules

Module code	Credits	Exam (3 hr)	Exam (2¼ hr)	Exam (1½ hr)	Report, Essay, Portfolio (4,000 words)	Report, Essay, Portfolio (3,000 words)	Report, Essay, Portfolio (2,000 words)	Report, Essay, Portfolio (1,000 words)	Group Report (2,000 words)	In Class Test (1 hr)	Individual Presentation	Group Presentation
5HURM001W	20						50%, 50%					
5HURM002W	20					75%			25%			
5HURM003W	20					75%				25%		
5HURM004W	20		75%							25%		

### Level 6 core modules

Module code	Credits	Exam (3 hr)	Exam (2¼ hr)	Exam (1½ hr)	Report, Essay, Portfolio (4,000 words)	Report, Essay, Portfolio (3,000 words)	Report, Essay, Portfolio (2,000 words)	Report, Essay, Portfolio (1,000 words)	In Class Test (1 hr)	Individual Presentation	Dissertation (4,000 words)
6MNST001W	20						50%	25% + 25%			
6HURM001W	20					75%		25%			
6HURM002W	20			50%			50%				
6HURM003W	20			50%			50%				

## Overall summary

Please identify below the percentage of the following categories of assessment as a proportion of the core modules.

A. Exams	21%
B. Written coursework	60%
C. In Class Tests	7%
D. Presentations	12%
E. Portfolio/project/dissertation	0%

**A+B+C+D +E should equal 100%**