Ten steps for designing new degree programmes or improving existing ones

1. Is there a need? Determine, consulting stakeholders, whether there is really a need for the proposed course of study.

2. Define the profile and the key competences. Find out what competences are actually useful for employment, personal culture and citizenship (see inside this guide for a list).

3. Define the learning outcomes indicating the most important competences with reference to the cycle level indicators; see inside this guide.

4. Decide whether to ‘modularise’ (course units can be of a random number of ECTS credits, or else of a set number, e.g. 5, hence “modularised”).

5. Define the learning outcomes and the key competences in each module or course unit (the lists of competences inside this guide will help).

6. See how those competences can be best formed and assessed, using a variety of approaches to learning, teaching and assessment.

7. Check that all the key generic and subject specific competences have been taken into account.

8. Describe the programme and the course units, indicating the learning outcomes in terms of competences.

9. Check for balance.

10. Implement, monitor and improve.
Subject Specific competences for Business and Management degree programmes:

1. Ability to develop and implement a strategic, operational and tactical business plan
2. Monitoring, controlling and reporting skills
3. Self-management
4. Entrepreneurship and innovation skills
5. Conflict management skills
6. Risk management skills
7. Ability to use IT effectively for business
8. Ability to maintain effective relationships with stakeholders (government, institutions, customers, suppliers, etc.)
9. Financial management skills (fundraising; investment projects; accounting, ...)
10. Marketing management skills (marketing research; marketing planning, ...)
11. Human resources management skills (recruiting, motivating, retraining, ...)
12. Commercial abilities
13. Ability to design manufacturing processes
14. Ability to manage logistic processes
15. Consulting skills
16. Ability to interact in internal and external environments (taking into account social, political, economic, legal, cultural aspects)

Key Competences for Business and Management in Central Asia

<table>
<thead>
<tr>
<th>General competences</th>
<th>Subject specific competences</th>
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</thead>
<tbody>
<tr>
<td>GC1 Ability to use logical and critical thinking</td>
<td>SC1 Ability to develop and implement strategic, operational and tactical business plan</td>
</tr>
<tr>
<td>GC2 Ability to take initiatives and entrepreneurship</td>
<td>SC2 Process management skills</td>
</tr>
<tr>
<td>GC3 Ability to learn including autonomous learning</td>
<td>SC3 Ability to maintain effective relationship with stakeholders (government, institutions, customers, suppliers, etc.)</td>
</tr>
<tr>
<td>GC4 Ability to communicate in official state, Russian and foreign languages</td>
<td>SC4 Financial management skills</td>
</tr>
<tr>
<td>GC5 Ability to lead people and work in a team</td>
<td>SC5 Marketing management and commercial skills</td>
</tr>
<tr>
<td>GC6 Ability to use informational and communicational technologies</td>
<td>SC6 Human resources management skills</td>
</tr>
<tr>
<td>GC7 Ability to apply knowledge in practice</td>
<td>SC7 Risk management skills</td>
</tr>
<tr>
<td>GC8 Orientation towards the needs of the user</td>
<td>SC8 Ability to interact with internal and external environments (taking into account social, political, economic, legal, cultural aspects)</td>
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<tr>
<td>GC9 Ability to adapt to change</td>
<td>SC9 Commitment to quality results</td>
</tr>
<tr>
<td>GC10 Time management</td>
<td>GC12 Social responsibility</td>
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</tbody>
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