AOU
الجامعة العربية المفتوحة
Arab Open University

Faculty of Business Studies

B207B: Shaping Business Opportunities II Fall 2025/2026

***PLEASE NOTE**: In addition to the details provided in this handout, it is your responsibility to regularly check the LMS for course syllabus updates or notifications.*

Credit value 8 CH (30 points) Level 5
Pre-requisites: B207A+BUC112
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MODULE INTRODUCTION, AIMS AND OBJECTIVES

This course provides an in-depth overview of key concepts in finance, global trade, corporate social responsibility, and leadership, preparing students to succeed in today's interconnected business environment. Students will explore financial strategies, including funding methods, foreign exchange, and transfer pricing, alongside global trade theories such as comparative advantage and Porter's models to assess market dynamics. The CSR module emphasises ethical practices, sustainable development goals, and balancing profitability with social responsibility. In leadership, students will distinguish between management and strategic leadership, focusing on driving organizational vision, and managing change effectively. The course also highlights innovation and branding strategies to build competitive global and local brands. By integrating these disciplines, students will develop the skills to analyse challenges, make informed decisions, and drive sustainable success in a global context.

LEARNING OUTCOMES AND SKILLS DEVELOPED

By the end of the course, students will be enabled to: -

A. Knowledge and Understanding
By the end of the module, students should be able to:
- **A1**: Develop a critical appreciation of the interactions between various business functions (operations management, marketing, and human resource management) and the integrative complexity that shapes business innovation.
- **A2**: Develop a critical understanding of why new products and services are imperative to contemporary business practice. Also, to develop knowledge and understanding of external issues affecting the successful running of organizations, including how they compete in a global context.

- **A3**: Develop knowledge and understanding of the elements required to build long-term success in organizations, and how students can contribute to the fostering of long-term value creation.
- **A4**: Develop knowledge and critical understanding of the theories, concepts, and models of different business functions (operations management, marketing, and human resource management).

B. Cognitive Skills

By the end of the module, students should be able to:

- **B1**: Select and critically analyse information relevant to a particular problem or issue related to business and management.
- **B2**: Evaluate and compare competing perspectives, theoretical models, and concepts in the context of practical situations.
- **B3**: Gather and synthesise material from a variety of sources in constructing arguments applied to business and management.

C. Practical and Professional Skills

By the end of the module, students should be able to:

- **C1**: Communicate in a professional manner in written work, face-to-face, and online. Plan, monitor, and review progress as an independent learner and as a team member.
- **C2**: Develop an awareness of ethical issues and professional standards relevant to business and management.

D. Key Transferable Skills

By the end of the module, students should be able to:

- **D1**: Search for and use relevant digital and non-digital information from sources other than the module materials.
- **D2**: Compare critically and use different approaches to issues and problems within business management. Engage in critical reflection.
- **D3**: Consolidate an understanding of academic language and literacy practices in order to effectively engage with the academic knowledge and skills of Level 5 study

LECTURE TIMETABLE

Week	Topics Covered	Learning Objectives
1	**Chapter 1 – Raising Finance (Block 1, Reading 16)** Midterm exam	• Define forms of finance for SMEs; explain retained earnings, working capital, debt factoring, overdrafts, leasing, equity, venture capital, private equity, and angel investors. Compare bilateral vs. syndicated bank facilities.
2	**Chapter 2 – Economic & Financial Flows in a Globalised World (Block 2, Reading 4)** Midterm exam	• Examine capital flows, foreign exchange, transfer pricing. Assess how globalization impacts financial stability. Relate finance to global trade.
3	**Chapter 3 – Competing in the Global Trade Environment (Block 2, Reading 2)** Midterm exam	• Understand global trade theories (absolute vs. comparative advantage). Apply Porter's Diamond & Five Forces. Analyse competition among nations and firms.
4	**Chapter 4 – Globalisation & Corporate Social Responsibility (Block 2, Reading 25)** Midterm exam	• Define CSR and its motivations (moral, pressure-driven, strategic). Explore CSR in supply chains, SDGs alignment, and challenges in global contexts.
5	**AI Initiative Week (on Chapter 4)**	
6	**Revision for the MTA exam**	• Consolidate and integrate concepts from Chapters 1–4. • Practice planning and writing essay-style answers. • Demonstrate application and analysis under timed conditions.
7	**Case Study Revision & Application**	• Apply concepts from Chapters 1–4 to real case studies. • Review finance, global flows, trade, and CSR. Practice linking concepts to case studies. • Strengthen critical thinking, synthesis, and exam-style responses through applied discussion.
8	**MIDTERM Exam (Content of CHAPTERS 1-4)**	

9	**Chapter 5 – Innovating & Branding in a Global Context (Block 2, Reading 23)** Final exam	• Analyse innovation's role in brand success. Distinguish global, international, and local brands. Evaluate COO effects, brand tribes, ethical branding.
10	**Chapter 6 – Leadership (Block 3, Readings 20–22)** Final exam	• Distinguish leadership vs. management. Explore leadership as person, result, position, purpose, and process. Apply cases (Apple, Tesla, etc.).
11	**Chapter 7 – Strategic Leadership (Block 3, Reading 24)** Final exam	• Understand strategic leadership and its role in aligning vision and operations. Recognise distributed leadership and strategic leader capabilities.
12	**Chapter 8 – Globalisation: Ethical Issues (Block 2, Reading 24)** Final exam	• Identify ethical challenges in globalisation: consumer protection gaps, cultural homogenisation, targeting vulnerable consumers, supply chain ethics. Apply cases like Nike.
13	**Final Exam Revision & Synthesis**	• Consolidate understanding of all major topics in Chapters 5–8. • Practice integrating the chapters concepts across topics to strengthen exam readiness. • Develop effective strategies for essay writing, critical analysis, and time management during the exam.
14	**Case Study Review & Integration (Chapters 5–8)**	• Apply concepts from Chapters 5–8 directly to case study scenarios. • Consolidate branding, leadership, and ethics. Strengthen essay-writing and case analysis skills. • Strengthen skills in analysing and synthesising information from case data to support arguments. • Build confidence in tackling exam-style case study questions under timed conditions.
15	**Study Break week**	
16	**Final Exam (Content of CHAPTERS 5-8)**	

TEACHING AND LEARNING STRATEGY

The course uses **a participatory and interactive approach to teaching**, combining:
Lectures (concepts, theories, and models)
Case studies (real-world business examples)
Class activities (group discussions, role plays, problem-solving)
Tutorials (referencing, e-library use)
Independent learning (required reading and critiquing research papers, and online resources)

CONTACT HOURS BREAKDOWN (PER WEEK):

One lecture: explanation of PowerPoint slides (1 hour)
In-class activity: 30 minutes
Reading and critiquing a research paper: 30 minutes
Independent study/reading: 6 hours

ATTENDANCE AND ENGAGEMENT REQUIREMENTS

Your attendance at lectures, workshops and other events is extremely important. Likewise, full engagement in your studies will enable you to get the most out of the course and help you perform at your best when it comes to assessment. For more information, kindly visit student Guide https://www.aou.edu.kw/students/Pages/student-guide.aspx

We expect you to attend and engage with all aspects of this module and with your programme of study and we will monitor this throughout each semester to check that you are fully participating and that you are coping well with your studies.

It is therefore essential that you:

- Attend **all** lectures and workshops outlined in the timetable of activity provided in this module descriptor
- Actively participate in classes and group work sessions
- Prepare in advance by undertaking the required reading and/or other forms of preparation
- Attend meetings with your personal tutor or programme director if requested
- Engage in extracurricular events, groups and meetings where provided, which are designed to support and inform your studies
- Attend in-sessional English language classes (if applicable)
- Submit coursework/assessment by the due time and date
- Attend class tests at the specified time and date
- Inform the Undergraduate Office at **the earliest opportunity** if you experience problems which may impact your attendance and engagement
- Inform the University of absence (planned or unplanned), e.g. illness, emergency. If you are unable to attend your exams on time, please contact the student examination department to sort it out.

ASSESSMENT

This module will be assessed as follows:

- **10%**: *Class Activities (Minimum 5)*
- **10%:** *TMA*
- **30%**: One MTA (Midterm Assessment).
- **50%**: One final exam.

Key Dates:
Midterm Examination Period

- November 15-20, 2024

Final Examination Period

- January 10 - 20, 2025.

Please note these dates carefully and plan accordingly.

EXAM STRUCTURE AND DETAILS

Midterm exam	Final Exam
Structure: • **Question 1: Case Study (25 marks)** • **Question 2: Essay Writing (25 marks)** • **Question 3: Essay Writing (25 marks)** • **Question 4: Essay Writing (25 Marks)** • **Topics Covered: Chapters 1-4** • **Duration: 2 hours**	**Structure:** • **Question 1: Case Study (25 marks)** • **Question 2: Essay Writing (25 marks)** • **Question 3: Essay Writing (25 marks)** • **Question 4: Essay Writing (25 Marks)** • **Topics Covered: Chapters 5-8** • **Duration: 3 hours**

REFERENCING

The Arab Open University (faculty of business studies) recommends using the Harvard Business style. The following brief information will help you to get started using Harvard Business style https://www.citethisforme.com/citation-generator/harvard. To acknowledge a paraphrased idea put the reference information in brackets next to the idea used. For example: There is some evidence (Smith 1995) that these figures are incorrect. Or Smith (1995) has provided evidence that these figures are incorrect. Multiple Authors: If a reference has two authors include both e.g. (Smith and Richardson, 2013), but if it has more than two authors give only the first name followed by et al., e.g. (Johnston et al., 2012).

ACADEMIC MISCONDUCT

The Arab Open University has an agreed policy setting out procedures for dealing with academic misconduct. Also, students should familiarize themselves with the Arab Open University "Scheme of Plagiarism Penalties", which can be found at
https://www.arabou.edu.kw/university/Documents/Regulations/academic/en/Scheme%20of%20penalties%20-%20%20AUG%202020.pdf
Student Guide: https://www.aou.edu.kw/students/Pages/student-guide.aspx

FEEDBACK

The Arab Open University values feedback as an essential part of its continuous improvement efforts. The university has decided to transparently collect students' feedback on critical issues they encounter during their studies or work at AOU, which may impact the university's success and reputation. If you have any issues you would like to share, you are welcome to send an email with clear evidence to the following address: feedback@arabou.edu.kw

LMS INFORMATION

Refer to the LMS platform for complementary information about:

- How to upload your TMA;
- What is meant by plagiarism at the Arab Open University;
- Your responsibilities as a student;
- Workload;
- Marking and retention of assessed work;

Students who encounter issues with the LMS are advised to contact the IT department of their respective branch for assistance. More information is available at: https://mdl.arabou.edu.kw/

RECOMMENDED READING LIST

Online Support Materials. Open University UK: http://www.open.ac.uk/ Arab Open University: https://web.aou.edu.kw
There will also be use of PPT, which is prepared for the use of all candidates via Moodle, where students will access important materials, an online version of the Course File, and PDFs of the course texts and set book.

SUPPLEMENTARY INFORMATION

Use the Arab Open University's digital library for e-books, journals, and case studies related to the module.
Harvard Business Review for case studies and management insights: https://hbr.org/
Emerald Insight for academic articles and papers: https://www.emerald.com/
Access peer-reviewed articles on management, case study analysis, and essay writing techniques from **Google Scholar**: https://scholar.google.com/
Familiarise yourself with referencing and research writing using **Purdue OWL**: https://owl.purdue.edu/

GRADE DISTRIBUTION FOR ARAB OPEN UNIVERSITY

A	**90 and above**
B+	**82-89**
B	**74-81**
C+	**66-73**
C	**58-65**
D	**50-57**

ARAB OPEN UNIVERSITY INTENDED LEARNING OUTCOMES

A. Knowledge and understanding	Learning and teaching strategy
At the end of the module, learners will be expected to: **A1**: Develop a critical appreciation of the interactions between various business functions (operations management, marketing and human resource management) and the integrative complexity that shapes business innovation. **A2**: Develop a critical understanding of why new products and services are imperative to contemporary business practice. Also to develop knowledge and understanding of external issues affecting the successful running of organizations, including how they compete in a global context. **A3:** Develop knowledge and understanding of the elements required to build long-term success in organizations, and how students can contribute to the fostering of long-term value creation. **A4:** develop knowledge and critical understanding of the theories, concepts and models of different business functions (operations management, marketing and human resource management).	Knowledge and understanding are acquired by the use of textbooks and through specially written module materials, study guides and assignments. Student learning is supported by a tutor, who is the student's first and main point of contact, answering their queries, grading and commenting on their work and facilitating group learning. Students receive face to face tuition for 2 hours weekly for this module. Assessment of the knowledge and understanding components of the module is achieved through a combination of continuous assessment and exam. These assessments are central to the teaching of each module, enabling tutors to identify and comment on student knowledge and understanding. This module comprises of one TMA assignment, one MTA assignment and one final examination.

B. Cognitive skills	Learning and teaching strategy
At the end of the module, learners will be expected to: **B1:** Select and critically analyse information relevant to a particular problem or issue related to business and management. **B2:** Evaluate and compare competing perspectives, theoretical models and concepts in the context of practical situations **B3:** Gather and synthesise material from a variety of sources in constructing arguments applied to business and management	Besides class teaching methods, this module encourages independent learning through the usage of the skills earned earlier in level 4 courses. The assessment of the cognitive skills of the module is achieved through a combination of continuous assessment and exam. Case studies are used to enable tutors to identify and comment on student knowledge and understanding.

C. Practical and professional skills	Learning and teaching strategy
At the end of the module, learners will be expected to: **C1**: Communicate in a professional manner in written work, face to face and online. Plan, monitor and review progress as independent learner and as a team member. **C2:** Develop an awareness of ethical issues and professional standards relevant to business and management.	Students use the Learning Management System (LMS). This provides students with an additional environment in which to share learning and resolve module-related problems with other students and their tutor. The TMA will require students to undertake internet based research. Some of the TMA marks are allocated on the use of E-library sources that includes relevant databases with journals, publications, conference proceedings, etc.

D Key transferable skills	Learning and teaching strategy
At the end of the module, learners will be expected to: **D1:** Search for and use relevant digital and non-digital information from sources other than the module materials. **D2:** Compare critically and use different approaches to issues and problems within business management. Engage in critical reflection. **D3:** Consolidate an understanding of academic language and literacy practices in order to effectively engage with the academic knowledge and skills of Level 5 study.	This module's assessments focus on the skills of self-reflection and criticality. Diversity is introduced to students through a truly internationalised selection of cases provided by UK OU materials, additional cases used in tutorials and this is also assessed through the use of such case studies in assignments for this module.

INTRODUCTION TO COMMAND WORDS

In your exam, carefully consider the command words in each question, as they indicate the type of response required. Tailor your answers to meet these expectations, ensuring clarity, critical thinking, and supported arguments.

Command word	Definition	Guidance	How to approach these questions
Advise	Write down a suggested course of action in a given situation	You should aim to make a reasonable judgment and include a supported conclusion.	Provide an evaluation of the points for and against a particular decision – perhaps compared with an alternative course of action. The course of action to be taken must be clearly expressed and supported by evaluative comments which weigh up key arguments.
Analyse	Examine in detail to show meaning, identify elements and the relationship between them	You need to give a detailed answer with a clear line of argument demonstrating the links/relationships between factors or the consequences of an event or decisions.	Develop the reasons for, causes of, impact of, or consequences of factors or issues referred to in the question.

Assess	Make an informed judgement	You should aim to compare the advantages and disadvantages of a particular issue or decisions and come to a supported conclusion.	An overall judgement or decision needs to be made. This must be supported by appropriate evaluation of the key factors in the context of the business.
Reflect	Consider carefully and provide thoughtful insight into past experiences or situations	You should think deeply about the subject matter and express your understanding of what happened and why	Examine past experiences, actions, or decisions critically, considering what worked well, what didn't, and what could be improved. Include personal insights and lessons learned.
Evaluate	Judge or calculate the quality, importance, amount or value of something	You should aim to make a reasonable judgement and include a supported conclusion.	Provide a developed judgement or conclusion in the context of the business that draws together analytical and evaluative comments which weigh up key arguments.
Explain	Set out purposes or reasons / make the relationships between things evident / provide why and/or how and support with relevant evidence	You should aim to give more detail than 'define' by, for example, applying to the case study context.	Show knowledge of one relevant point and apply this effectively to a relevant business context.
Identify	Name/select/recognize	You should state a relevant point about a business/HR term.	Make sure that the point identified is clearly relevant to the question set.
Justify	Support a case with evidence/argument	You are asked to make a decision / come to a conclusion and support this with evidence and argument.	The advice / decision / judgement given must be supported with developed evaluative comments which weigh up the key arguments in the context of the HR.
Calculate	Workout from given facts, figures or information	You are always advised to show your working	Give a clear final answer, with appropriate units, and show all working

To what extend ..?	Consider the merits or otherwise of an argument or concept in a balanced way	Similar to evaluate, but with specific focus on the degree to which something is true or supported by evidence	• Present a balanced argument that considers multiple perspectives • Assess the strength of evidence supporting different positions • Reach a conclusion about the degree or extent to which something is valid or true • Support your conclusion with specific evidence and reasoning

HOW TO USE KEY SKILLS

Knowledge and understanding

You should always demonstrate knowledge and understanding. When the command words ‘explain’, ‘analyse’ or ‘evaluate’ are used, it is still important to demonstrate relevant subject knowledge and your understanding of that knowledge. For example, if you are asked to ‘analyse two benefits of outsourcing’ you should show your knowledge by stating two benefits. These two points then become the basis on which you build the rest of your answer, which should also demonstrate the skills of application and analysis.
The skill of demonstrating knowledge and understanding should only be your focus when you are asked to ‘identify’ or ‘define’. For example:

Sample question: Identify one example of a fixed cost.
Sample answer: Rent

Comment: This is a good response to this question. No explanation has been asked for and none is provided.

Applying Business subject knowledge and understanding is an important skill. The ability to apply knowledge and understanding to different Business situations can be shown in the following ways:

Questions Not Based on Case Studies

In these questions, there is no detailed business context to read or incorporate into your responses. Application, therefore, must be shown by either:

- **Using the industry reference** provided in the question and explaining an issue in the context of this industry. An example of such a question is:

Sample Question: Explain one benefit to a manufacturing business of taking measures to improve the sustainability of its operations.

Or:

- **Making clear reference to any business context** that you can give in your answer, when there is no industry referred to in the question. An example of such a question and sample answer are given below. The skill of application is shown in the sample answer in *italics*

Sample Question: Explain one benefit to a business of data collected using primary research methods.
Sample Answer: Primary data methods such as a consumer questionnaire provide first-hand and up-to-date data. *This means that a business in a fast-changing market is more likely to have accurate market data for management decision-making.*

Comment: This is a good response. Clear knowledge and understanding are demonstrated as the benefit is accurate and relevant. The sentence in italics demonstrates the skill of application with a

Questions Based on Case Studies

When questions are based on case studies, the skill of application can be shown by making a direct and relevant reference to the business in the case study, the data provided about this business, or the decisions and issues it is faced with.

Analysis

The skill of analysis is important in your responses to questions that use the command words **'analyse', 'evaluate', 'assess', 'advise',** and **'justify'**.
In the following example, the skill of analysis is shown in *italics*

Sample Question: Analyse two possible disadvantages to a business of using profit sharing to motivate its employees.

Sample Answer: One disadvantage of profit sharing is that by giving some of the business profits to employees, in addition to their standard wage or salary, less profit is retained in the business. If a business aims to expand quickly, it will need finance. One source of this finance for expansion is retained profit. *If a proportion of the annual profit is distributed to employees, then less is retained in the business. This could mean that the business has to finance its expansion in other ways. Increasing loans to make up for the lack of retained profit will increase the debts of the business. Additional loans will also involve a higher interest cost. This will reduce profit in the future, compared to the level of profit earned from using retained earnings as a source of finance.*
A second disadvantage of using profit sharing is that there will be less profit to share amongst the owners of the business. If it is a limited company, the owners are the shareholders. After sharing some profit amongst employees, the reduced remaining profit can then be paid out to the company shareholders as dividends. *Less profit available for dividends will result in lower dividends paid to each shareholder, depending on the number of shares they own. If the business is a public limited company, shareholders can sell their shares easily. A lower dividend payment will lead to some shareholders selling shares and this will reduce the company's share price. This will make it more difficult for the company to raise finance in future from the sale of additional shares.*

Comment: This is a good response. The key sentences that provide the *'impact'* or *'consequences'* of the disadvantages of profit sharing demonstrate the skill of analysis.
You will note that the sample answer contains no advantages of profit sharing. If the question had used the command word *'evaluate'*, then a good response would include an analysis of the advantages and disadvantages of profit sharing with a supported conclusion.

When answering essay-based questions, it is crucial to demonstrate a structured approach that includes a clear introduction, a logically organized body, and a well-supported conclusion. Essay-based questions often require skills such as critical thinking, evaluation, and application, along with comprehensive knowledge and understanding of the topic.

Example Question:
"Discuss the impact of leadership style on employee motivation in a technology company."

Introduction:
Leadership style plays an important role in influencing employee motivation, particularly in the fast-paced and innovative environment of a technology company. Different leadership approaches, such as transformational and transactional leadership, can impact on employee engagement, creativity, and job satisfaction in varying ways.

Body (Key Points and Discussion):

1. **Application of Leadership Styles:**
   - Transformational leadership is highly effective in motivating employees in a technology-driven environment.
   - *For example, a leader who inspires innovation and sets a clear vision for the team may enhance creativity and commitment, as seen in companies like Google.*
   - In contrast, transactional leadership, which focuses on performance-based rewards, may be effective in meeting short-term goals but might not foster long-term engagement.
2. **Analysis of Impact:**
   - Transformational leaders encourage autonomy and provide intellectual stimulation. *This approach aligns well with the innovative demands of technology companies, where employees thrive on creative problem-solving.*
   - Transactional leadership may create a competitive environment, which can lead to burnout if not managed properly.
3. **Critical Evaluation:**
   - While transformational leadership seems ideal, it may not always address situations requiring strict adherence to processes, such as during crisis management.
   - *A balance of both leadership styles might be more suitable, as it allows flexibility in managing diverse situations and employee needs.*

Conclusion:
Leadership style significantly impacts employee motivation in technology companies. Transformational leadership fosters creativity and innovation, whereas transactional leadership ensures performance and accountability. A blended approach may provide the best outcomes, enabling leaders to adapt to the dynamic nature of the industry.

Comments:

- This essay sample format demonstrates **knowledge and understanding** by defining leadership styles and their relevance to the question.
- **Application** is shown through the use of real-life examples and industry context.
- **Analysis** evaluates the implications of different leadership styles, while **evaluation** weighs the advantages and limitations, leading to a balanced conclusion.
- The structure (introduction, body, and conclusion) ensures clarity and logical flow, meeting the expectations of an essay-based question.

Questions Based on Narrative Format

When answering narrative-based questions, it is essential to follow a structured approach that presents information in a clear, logical, and sequential manner. Narrative questions require students to describe, explain, or illustrate a concept while maintaining a coherent flow of ideas. Unlike essay questions, which demand critical evaluation and argumentation, narrative answers focus on structured storytelling, often incorporating real-world examples to enhance understanding. A well-structured response should include an introduction that defines key terms, a main body that logically explains the concept with examples, and a conclusion that summarizes the main points. The key skill in narrative answers is clarity in explanation and the ability to present information in a well-organized and structured way.

How to Structure a Narrative Answer (Student Guidance):

1. **Introduction** – Define key terms and provide background context.
2. **Main Body** – Use logical sequencing, subheadings, and relevant examples.
3. **Conclusion** – Summarize the main points and provide a closing thought.

Example Question:
"Describe the role of digital transformation in improving business efficiency. Provide examples to illustrate your answer."

Introduction:
Digital transformation refers to the integration of digital technologies into various aspects of a business to enhance efficiency, productivity, and competitiveness. It plays a crucial role in automating processes, improving customer experience, and optimizing decision-making. Companies that embrace digital transformation can streamline operations, reduce costs, and gain a competitive advantage in the market.

Main Body:
One of the primary benefits of digital transformation is automation, which helps businesses increase efficiency and reduce human error. For example, Amazon utilizes AI-driven supply chain management to automate inventory tracking and delivery logistics, ensuring faster and more accurate order fulfillment.

Additionally, digital transformation enhances data-driven decision-making. Companies use Big Data analytics and cloud computing to gain valuable insights into customer preferences and market trends. For instance, Netflix uses data analytics and AI to recommend personalized content to users, improving customer engagement and retention.

Another key aspect is the improvement of communication and collaboration. Businesses leverage cloud-based tools such as Microsoft Teams and Slack to enable remote work, ensuring seamless coordination among employees. This has been particularly beneficial in the post-pandemic era, where organizations worldwide have adopted hybrid work models.

Conclusion:
In conclusion, digital transformation has become an essential strategy for businesses seeking to improve efficiency and remain competitive. By adopting automation, data analytics, and cloud-based collaboration tools, companies can enhance productivity, reduce costs, and improve customer experience. As technology continues to evolve, businesses that embrace digital transformation will be better positioned for long-term success.

Arab Open University (AOU) Overall Marking Scheme - ***(Applicable to Midterms &Final Exams)***

This marking scheme applies to all student assessments, including midterms and final exams at AOU.

Detailed Marking Criteria at AOU (100 Marks)

Marks Range	Criteria for Evaluation
Below 50 Marks (Failing Grade)	- Failure to fully understand or address the assessment requirements. - No coherent argument; response is very descriptive with little or no theoretical or conceptual analysis. - Poor understanding of key concepts; lacks engagement with module theories. - Minimal or inaccurate use of evidence related to the subject. - Major spelling and grammar mistakes. - No serious effort or preparation for the assignment/exam is evident.
50-57 Marks (D – Pass – Minimal Understanding)	- Basic understanding of the topic but with a descriptive rather than analytical approach. - Some confusion or lack of clarity in explaining relevant concepts. - Identifies some relevant material but does not effectively link it to the topic. - Weak organization and structure; lacks clarity in the flow of ideas. - Some spelling and grammar mistakes.
58-65 Marks (C – Pass – Basic Understanding with Limited Depth)	- Demonstrates a reasonable understanding of the topic but lacks depth in explanation. - Limited application of theoretical concepts; response remains mostly descriptive. - Some flaws in logical flow or organization. - Minor spelling and grammar mistakes.
66-73 Marks (C+ – Satisfactory – Basic Understanding with Some Analysis)	- Good attempt at explaining concepts but lacks deeper analysis. - Some missing points or gaps in the explanation. - Coherent argument overall, with some use of relevant material. - Moderate understanding of theories, models, or key concepts. - Minor spelling and grammar mistakes.
74-81 Marks (B – Good – Analytical and Well-Organized Work)	- Reasonable understanding of the topic with some analysis and explanation. - Logical structure and organization with some missing key points. - Attempts to use relevant course materials and examples but lacks depth. - Minor spelling and grammar mistakes.
82-89 Marks (B+ – Very Good – Well-Structured and Conceptually Strong)	- Clear understanding of relevant subject matter, including key concepts, models, and theories from the course and external references. - Balanced and fair use of a range of ideas with supporting theoretical discussion. - Well-organized and structured answers with strong argumentation. - No major spelling and grammar mistakes.
90 and Above (A – Excellent and Well-Developed Work)	- Highly rigorous, insightful, and well-structured response. - Strong, coherent argument with deep theoretical and conceptual analysis. - Convincing use of a range of ideas aligned with academic expectations. - Thoughtful integration of course material and external references. - Exceptionally well-organized and structured submission. - No spelling and grammar mistakes.