

PROGRAMME SPECIFICATION

The Programme Specification is designed for prospective students, current students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes.

SECTION A: DETAILS OF THE PROGRAMME AND AWARD

Programme Title	BA (Hons) Business Management BA (Hons) Business Management with Foundation Year
Awarding Body	Buckinghamshire New University
Teaching Institution / Programme Location	Buckinghamshire New University, High Wycombe, Uxbridge, UCAV Global Banking School AFUM – Levels 5 and 6 only Mont Rose College Regent College
Name of Final Award	Bachelor of Arts with Honours, BA (Hons)
NQF/FHEQ Level of Qualification	Level 6: Bachelor's degree with honours
QAA Subject Benchmark Statement(s)	QAA Subject Benchmark Statement, Business and Management 2015
UCAS Code	N202 - Degree NN20 – Degree with Foundation Year
Course Code(s)	BB1BMA1 - Degree BB1BMA4 – Degree with Foundation Year
Mode of Delivery	Full time
Length of Study	2 years (AFUM) 3 years (GBS/Mont Rose College/Bucks) 4 years (GBS/Mont Rose College/Bucks)
Number of Intakes	Bucks/GBS/Regent College: 3 year version – 2: September, January Bucks/GBS/Regent College: 4 year version – 2: September, January Mont Rose College: 3 Year version – 3: September, February & May Mont Rose College: 4 Year version – 3: September, February & May AFUM: 2 years – 1: October
Regime of Delivery	Campus Based
Language of Study	English
Programme Accreditation	To be confirmed
Month and Year valid from	September 2018
Publication & Revision Dates	12 April 2018, July 2019

Programme Introduction

Managing businesses and organisations today takes serious leadership skills. To ensure future success, companies are constantly on the lookout for skilled and qualified leaders; this degree will help students to be business ready with a foundation of management and leadership skills.

A key feature of the programme is to blend both academic study and skills development in order to enhance the employability of our graduates. The programme will provide opportunities to develop higher order skills, such as empathy, problem solving and creativity which will ensure students are well placed to enter the employment market. These skills are increasingly important in a world with technology and Artificial Intelligence are now fulfilling key business activities.

This programme is aimed at those who wish to develop a good understanding of the nature of Business Management in a world of volatility, uncertainty, change and ambiguity. The focus of the programme is to equip students with knowledge of contemporary management theories, but of equal importance, the opportunity to apply and integrate that knowledge in live projects. The course is ideal for students interested in developing business knowledge and management skills in any industry.

Additionally, students acquire a wide range of skills and competences useful for dealing competently with real-life, practical problems. The course will focus on the ability to think critically and will, therefore, enable students to analyse and evaluate solutions to complex, real-life problems.

Distinguishing Features and Key Characteristics of the Programme

For the new generation of managers, change is the only consistency. This programme equips students with not only the knowledge and understanding of contemporary best practice in strategic international management, but develops the personal skills of the students to prepare them for their first roles in management, or for running their own business.

Distinguishing Features

- This programme offers a wide range of knowledge and skills for students, so that they can pursue a career in any profession or business role, such as Operations and Service Management, Customer management, project management, retail management.
- The degree uses live project examples wherever possible so that students can apply their learning.
- Students acquire a wide range of business and employability skills, which makes them able to deal creatively, work empathetically and solve problems.
- Working closely with the Chartered Management Institute means that students are well placed to become Chartered Managers once they start work.
- The programme provides a strategic and global view with recurring themes throughout of problem solving, creative thinking and developing empathy
- Students will learn about how technology is impacting business, so that they can understand how technology can underpin innovation and improvements to business and organisations.
- Guest lecturers will be used throughout the programme to demonstrate the relevance of the teaching in a business context.

In Year 1 students will learn about the fundamentals that provide a sound basis for their study of business management. Core modules include Finance, Marketing, contemporary business environments, HR, leadership and management skills.

In year 2 students will gain a more strategic understanding of business issues, and in particular work with live clients to support them in implementing changes to their business.

In the final year, students will be expected to integrate, apply and evaluate the knowledge they have gained through independent study on their dissertation/consultancy project. There is an ongoing emphasis on leadership skills, particularly within a changing business environment.

Admission Requirements

Please see the [Application webpages](#) for more information on how to apply, including a statement on how we support students from a variety of backgrounds. Please also see our [general entry requirements](#) for taught programmes. Applicants who do not meet our published entry requirements are encouraged to contact our admissions team for further advice and guidance.

For BA (Hons) Business and Management (2 years) at AFUM:

Students may enter at Level 5 to study for 60 credits (BM526 Customer Experience, BM533 Contemporary Business Economics, BM529 Consultancy in Practice, BM530 Operations and Service Management), having previously met the following requirements:

- a) They have either successfully passed the level 4 programme 'International Management' at AFUM and have therefore achieved the AFUM certificate 'International Management', or they have successfully finished a commercial vocational training ('Bankkaufmann/-frau', 'Bürokaufmann/-frau', 'Groß- und Einzelhandelskaufmann/-frau', 'Industriekaufmann/-frau', 'Marketingkaufmann/frau' etc.) and therefore achieved a certificate from the Chamber of Commerce (IHK Industrie- und Handelskammer) or equivalent

AND

- b) They have successfully completed the equivalent of modules BM561 Business Consulting, BM522 Project Management, BM564 Enterprise and Entrepreneurship and BM565 Digital Business and New Technologies to obtain an AFUM Certificate.

Students entering directly level 6 will be expected to have successfully finished a commercial vocational training ('Bankkaufmann/-frau', 'Bürokaufmann/-frau', 'Groß- und Einzelhandelskaufmann/-frau', 'Industriekaufmann/-frau', 'Marketingkaufmann/frau' etc.) and therefore achieved a certificate from the Chamber of Commerce (IHK Industrie- und Handelskammer) or equivalent, and additionally to have successfully finished a commercial further education training ('Betriebswirt/in', 'Wirtschaftsfachwirt/in' etc.) and therefore achieved a continuing education certificate from the Chamber of Commerce (IHK Industrie- und Handelskammer) or equivalent.

Recognition of Prior Learning

Previous study, professional and / or vocational experiences may be recognised as the equivalent learning experience and permit exemption from studying certain modules. Please refer to our [Credit Accumulation webpages](#) for further guidance.

For students progressing by entry with advanced standing to Level 6 an overall Merit profile in an HND, a Foundation Degree or a recognised overseas equivalent is required. In other cases, applications for advanced entry with specific credits towards the degree will be dealt with under APL regulations and procedures.

For Burnley College

This programme has been mapped to the Burnley College Foundation Degree (Arts) Business Management at level 4 and level 5 stages. Applicants who have achieved this award will be eligible to apply for direct entry into level 6.

Employability Statement / Career Prospects

Employers want graduates who are not just academically qualified, but are also work-ready with professional skills in management and leadership. This course equips students with the skills to become a confident and successful Manager.

On completion of the programme, students will be well prepared to enable them to progress to a range of opportunities and careers in general management or to developing their own business. The programme provides a grounding in all areas of business management, which offers the opportunity to

focus on a particular area of interest for post-graduate study, either full time or part time whilst working, should the graduate wish to follow this route.

Additionally there is a specific focus on developing those skills which will be needed in a changing business environment. In a world where we rely increasingly on AI, it is vital that we equip our students with skills in personal resilience, self-management, empathy, creativity and problem solving. This degree programme provides the opportunity for students to develop those skills and practice them. The CMI refer frequently to “accidental managers” within business; those people who have been promoted due to competence in one role but who are not trained or equipped to be managers. By focussing on this element within our degree programmes, we will ensure that our students have already started to develop management and leadership skills in readiness for the workplace.

We have excellent links with industry and have used our knowledge of their requirements for graduates to help shape this programme. We will also build on those contacts to introduce key business speakers, and live briefs as assessments throughout the course.

Students may wish to progress to further study after this qualification. In particular, they might choose to study for the PG Certificate in Business Leadership, the MA Leadership and Management or the IMBA offered by the University.

SECTION B: PROGRAMME AIMS, OUTCOMES, LEARNING, TEACHING AND ASSESSMENT METHODS

Programme Aims

The main educational aims of the programme are to:

- Provide all students with an in-depth knowledge and understanding of the core functions of business and management
- Develop in students the intellectual skills necessary to contribute to effective business practice and problem solving
- Develop subject related practical skills
- Prepare students for graduate employment, research, further study and lifelong learning by developing their intellectual, practical and key (transferable) skills
- Enhance the employability of graduates through the blend of academic study and skills development. The course aims to develop enterprise and entrepreneurial skills and offers students opportunities to link their studies with work experience, internships and study abroad.

Table 1: Programme Learning Outcomes and Mapping to Modules

On successful completion of Level 6 BA (hons) Business Management, a graduate, will be able to:

Programme Learning Outcomes				
K	Knowledge and Understanding	Core Modules (Code) Level 4	Core Modules (Code) Level 5	Core Modules (Code) Level 6
K1	Demonstrate knowledge and understanding of key business foundation disciplines, such as business environment, accounting and finance, operations, marketing, business information systems and people and organisation behaviour;	BM461 BM414 MG411 MG412 MG414	BM563 BM565 BM533	BM634/BM635* BM633 BM632 MG629 MG630
K2	Evaluate and critique the range of	BM461	BM561	All level 6

	activities within the key business functional areas and their interrelationship and interconnectedness;	BM414 MG408 MG411 MG412	BM562 BM563	modules
K3	Analyse theories and concepts of strategic management, leadership and innovation within a changing environment.	MG411 MG412	BM561 BM562 BM563	BM633 BM632 MG629 MG630
C	Intellectual/Cognitive Skills			
C1	Create, evaluate and assess options to enable effective problem solving and decision-making, using appropriate qualitative, quantitative and ICT techniques and skills;	BM461 BM414 MG408 MG413	BM562 BM565 BM533	BM634/BM635* BM632
C2	Deal critically with organisational issues and be able to produce solutions and action plans	BM414 MG411	BM562 BM565 BM533	BM633 BM632
C3	Critically evaluate information, arguments and concepts	BM461 BM414 MG412	BM561 BM562 BM563 BM533	BM634/BM635* BM633 BM632 MG630
P	Practical Skills			
P1	Actively engage in business and marketing briefs and activities that encourage enterprise and entrepreneurial capability.	BM461 MG408 MG412	BM561 BM562 BM565	BM633 BM632 MG629 MG630
P2	Research information about complex business situations and apply qualitative and quantitative techniques to it, in a project context, using ICT as appropriate.	BM414 MG408 MG413	BM522 BM528 BM529	BM634/BM635* BM632
T	Key / Transferable Skills			
T1	Demonstrate computer literacy (e.g. the management of databases, word processing, PowerPoint, etc.)	MG408 MG413	BM522 BM565	BM632
T2	Demonstrate good communication skills, both oral and written	All level 4 modules	All level 5 modules	All level 6 modules
T2	Demonstrate problem solving and decision making skills	BM461 BM414 MG411 MG412 MG408	BM561 BM562 BM563	BM634/BM635* BM633 BM632 MG629 MG630
T4	Demonstrate ability to work both independently and as part of a team	MG408 MG414	BM561 BM562	MG629 MG630
T5	Display a range of personal and interpersonal skills, including the capacity for continuous learning, taking initiatives, performing to deadlines, communicating effectively	All level 4 modules	All level 5 modules	All level 6 modules

	and persuasively, skills which are necessary to enter a career in business or undertake further study			
T6	Solve problems by clarifying complex questions, considering alternative solutions and critically evaluating outcomes		BM562	BM634/BM635* BM633 BM632 MG630

On successful completion of a Level 6 Ordinary degree,

Graduates will have achieved the majority of the learning outcomes specified above for the full Honours award with the exception of those marked with a *.

The above learning outcomes will be demonstrated by the achievement of a combined total of 300 credits comprising 120 credits at Level 4, 120 credits at Level 5 and 60 credits at Level 6 with the exception of BM634 Dissertation and BM635 Consultancy Project.

On successful completion of a **Diploma of Higher Education (DipHE)**, a graduate will be able to:

- Demonstrate knowledge and critical understanding of well-established principles of key business disciplines and the way in which these have developed.
- Evaluate the range of activities within the key business functional areas and their interrelationship and interconnectedness, and in an employment context.
- Actively engage in business and marketing briefs and activities that encourage enterprise and entrepreneurial capability.
- Demonstrate the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision making.
- Demonstrate good communication skills, to specialist and non-specialist audiences.
- Use a range of established techniques to initiate and undertake critical analysis of information, and to propose solutions to problems arising from that analysis
- Demonstrate knowledge of the main methods of enquiry in key business disciplines, and ability to evaluate critically the appropriateness of different approaches to solving problems.
- Recognise the limits of their knowledge, and how this influences analyses and interpretations based on that knowledge

The above learning outcomes will be demonstrated by the combined achievement of 240 credits comprising 120 credits listed at Level 4 and 120 credits at level 5 for this programme.

On successful completion of a **Certificate of Higher Education (CertHE)**, a graduate will be able to:

- Demonstrate knowledge and understanding of the underlying concepts and principles associated with business foundation disciplines, such as business environment, accounting and finance, operations, marketing, business information systems and people and organisation behaviour;
- Evaluate the range of activities within the key business functional areas.
- Evaluate the appropriateness of different approaches to problem solving and decision-making,
- Demonstrate the qualities and transferable skills necessary for employment requiring the exercise of some personal responsibility.

The above learning outcomes will be demonstrated by the achievement of 120 credits listed at Level 4 for this programme.

Learning, Teaching and Assessment Methods to achieve the Programme Learning Outcomes

How will students learn?

Throughout the award the objective is to develop the knowledge, skills and analytical ability of students to enable them to enter successful careers in business organisations. This objective is met by a combination of lecture inputs, seminars, self-study and directed research. Students are required to work both individually and in groups.

During the Foundation Year, students will be exposed to a variety of summative and formative assessments whilst developing the academic skills to be a successful student at university; course

content and Learning Outcomes strongly relate to students developing their knowledge and understanding of the subjects being studied and assessed.

Level 4 teaching and learning methods are aimed at introducing students to the core areas of Business and providing them with a foundation of knowledge and skills to build upon in levels 5 and 6.

- At level 4, a number of different methods will be utilised, including lectures, classroom-based activities, independent learning methods and practical sessions, where applicable. Lectures enable dissemination of knowledge to large numbers of students. They typically provide structure to the topic area in order to facilitate understanding and inspire students to think critically about the issues. At this level seminars will also provide a forum in which students can engage with the subject, clarify issues and begin to discuss the subject matter.
- At Level 5 students are expected to acquire more in-depth knowledge and understanding of the subjects at a strategic level.
- At Level 6 students will be encouraged to develop independent learning, analytical and critical evaluation skills and critical application of their knowledge, taking into account wider contexts, to a professional standard. This level will focus on business strategy rather than operational issues which will have been covered at level 5.

The University has a **Virtual Learning Environment** which is a digitally based programme that offers an abundance of supportive features used by lecturers teaching on this programme. This is not offered as an alternative to classroom interaction between students and lecturers, rather it is seen as an additional resource in the forms of:

- *Peer support* – facilitated through the use of the discussion board facility
- *Notices* – maintains communication between lecturer and students between teaching sessions.
- *Resources page* – on-line links to good academic articles of relevance to the module
- *E-Journals* – students registered on Blackboard have the ability to access full-text e-journals that the library subscribes to from anywhere that they have Internet access.
- *Course documents* – such as; lecture handouts, seminar activities, module guides, seminar readings, assessment guidelines, reading list etc.

How will students be assessed?

Summative assessments are designed to test the achievement of the learning outcomes. Some modules include formative assessments. Whilst these do not give marks towards the final module grade, they offer students a valuable learning resource by way of feedback from the tutors, which can offer direction for improved performance on the summative assignments. This is particularly relevant at level 4, to ensure that students can make the transition from school/college to university.

A range of summative assessment methods will be employed on this course, as follows:

- **Essay/Report** will provide the opportunity for students to demonstrate in-depth understanding of a particular aspect of their learning. It will encourage them to engage in conducting a systematic literature review and provide the opportunity for them to demonstrate their capacity to critically analyse, synthesis and evaluate the principles, processes and debates inherent in the material, and to present a rational, coherent, information-based argument.
- **Oral Presentations** will permit students to demonstrate their knowledge through effective communication skills, and to demonstrate sensitivity to contextual and interpersonal factors
- **The Dissertation/Consultancy Project** represents a major piece of independent research focused on strategic business issues chosen by the student and undertaken in their final year. This will be undertaken with support from an academic supervisor and with regular meetings throughout the academic year.

SECTION C: PROGRAMME STRUCTURE(S) AND HOURS

Table 1: Programme Structure Table

Programme Title		BA (Hons) Business Management / BA (Hons) Business Management with Foundation Year							
Course Code		BB1BMA1 / BB1BMA4							
Mode of Study		Full time							
Credit Value		UK		360 credits		ECTS		180 credits	
Module Code	Module Title	QCF/FHEQ Level	Course Stage / Year	Status in Award ([C]ore / [O]ptional)	Credit Value	Assessment Regime			Semester Taught *
						Written Exam %	Coursework %	Practical %	
Foundation year									
FY026	Preparing for Success: Knowledge and Creativity	0	1	C	n/a		100		S1/ S2
FY027	Preparing for Success: Self Development and Responsibility	0	1	C	n/a		60	40	S1/ S2
FY021	Introduction to Business Studies	0	1	C	n/a		100		S1/ S2
FY028	Inquiry Based Learning	0	1	C	n/a		100		S1/ S2
Level 4									
BM461	Global Business environment	4	1	C	15		100		S1
MG408	The Graduate Challenge	4	1	C	15		100		S1
MG411	Introduction to People Management	4	1	C	15		100		S1
MG412	Principles of Marketing	4	1	C	15		100		S1
BM414	Financial Decision Making	4	1	C	15		100		S2
MG414	Organisational Behaviour	4	1	C	15		100		S2
MG410	Career Viewpoint	4	1	C	15		100		S2
MG413	Data Insights for Business Decisions	4	1	C	15			100	S2
Level 5									

BM561	Business Consulting	5	2	C	15		40	60	S1
BM522	Project Management	5	2	C	15		50	50	S1
BM533	Contemporary Business Economics	5	2	C	15		100		S1
BM562	Consulting in practice	5	2	C	15		100		S2
BM563	Operations and Service Management	5	2	C	15		70	30	S2
BM565	Digital Business and New Technologies	5	2	C	15		60	40	S2
Students should choose one of the following options, one module per semester									
BM564	Enterprise and Entrepreneurship	5	2	O	15		40	60	S1
MG529	Strategic Marketing	5	2	O	15		70	30	S1
MG526	Customer Experience	5	2	O	15		100		S2
Level 6									
BM631	Research Methods	6	3	C	15		100		S1
BM633	Strategic Agility	6	3	C	15		100		S1
MG628	International Marketing Management	6	3	C	15			100	S1
MG629	Developing leadership and management skills	6	3	C	15		100		S1
BM632	Managing & Developing Innovation & Creativity	6	3	C	15			100	S2
MG630	Change Management and organisation Development	6	3	C	15		60	40	S2
Students must choose one module from BM634, or BM635									
BM634	Dissertation	6	3	O	30		100		S2
BM635	Consultancy Project	6	3	O	30		100		S2

Foundation year modules only apply to the “with Foundation Year” version of this programme.

Table 3: Breakdown of Contact Hours

Note: Hours are worked on the basis of full-time study. 1 Academic Credit is equated to 10 notional learning hours. A full-time undergraduate student will normally study 120 credits in an academic year which is therefore equated to 1200 notional hours. A full time postgraduate student will normally study 180 credits in an academic year which equates to 1800 hours. Module Descriptors provide detailed breakdowns of the categories given below.

Year of course	Scheduled Learning and Teaching Activities	Guided Independent Study	Placement / Study Abroad	Total
Year One	360	840		1200
Year Two	360	840		1200
Year Three	315	885		1200
Total	1035	2565		3600

Students who study this programme with a Foundation Year will complete an additional 1200 hours during that year.

SECTION D: ASSESSMENT REGULATIONS

This programme complies with the approved University regulations *Academic Assessment Regulations* and procedures as detailed on the University website.

The calculation of this award will be as follows: Level 5 33% / Level 6 67%.

The following modules may not be compensated:*

- BM634 Dissertation
- BM635 Consultancy Project

No exit award is available for students who withdraw at the end of the Foundation Year.

Referral Opportunities

As with any award at Buckinghamshire New University, if a student has not received a pass mark (normally 40%) for a module or piece of assessment, they may be required to be reassessed in the component(s) that they have failed.

For full details of assessment regulations for all taught programmes please refer to our [Results webpages](#).

Exit Awards Available

Exit Award Type	Award Title	Credits Achieved
Certificate of Higher Education	Business Management	120 Credits
Diploma of Higher Education	Business Management	240 Credits
Ordinary Degree	Business Management	300 Credits

No exit award is available for students who withdraw at the end of the Foundation Year.

SECTION E: FURTHER INFORMATION

Reference Points

The following reference points were used when designing the programme:

- University Strategy 2016-2021
- Buckinghamshire New University Approval of Academic Provision policy and procedure
- QAA Subject Benchmark Statement for: Business and Management (2015)
- QAA Framework for Higher Education Qualifications (2014)
- Equality & Diversity Teaching & Learning Toolkit
- University Academic Qualifications Framework
- Recommendation and feedback from external subject academic and industry professional

Ethics

Undergraduate research activities will be subject to the relevant ethics procedures in the school, ensuring good research practice and student awareness of ethical concerns and risks.

Annual Review and Monitoring

This programme will be monitored annually through the University's Annual Monitoring Process, which is a continual cycle of review and enhancement. This process is supported by both the periodic review of departments and the periodic re-approval process for individual programmes. All processes are completed in consultation with students via the Students' Union or student representatives.

The re-approval of this programme is scheduled for academic year: 2023 – 2024

SKILLS MATRIX

Module Code	Information Acquisition	Critical thinking, analysis and synthesis	Self-reflection	Communication Skills: Oral	Communication Skills: Written	Information & Communications Technology (ICT)	Numeracy & Quantitative Skills	Problem Solving & Decision Making	Independent & Self-managed Learning	Working with Others
FY026	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FY027	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FY028	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FY021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BM461	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MG408	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MG411	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MG412	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
BM414	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MG414	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
MG410	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MG413	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
BM561	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BM522	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BM533	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BM564	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BM562	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
MG529	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BM563	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BM565	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
MG526	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BM631	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BM633	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Module Code	Information Acquisition	Critical thinking, analysis and synthesis	Self-reflection	Communication Skills: Oral	Communication Skills: Written	Information & Communications Technology (ICT)	Numeracy & Quantitative Skills	Problem Solving & Decision Making	Independent & Self-managed Learning	Working with Others
MG628	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MG629	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BM632	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
MG630	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
BM634	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BM635	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SUBJECT BENCHMARK MAPPING

QAA Subject Benchmark Standard Business & Management (2015)	Programme Outcome(s)	Module Code(s)			
		Level 4	Level 5	Level 6	Level 7
Subject knowledge, understanding and abilities					
Graduates should be able to demonstrate relevant knowledge and understanding of organisations, the business environment in which they operate and their management. Programmes emphasise understanding, responding and shaping the dynamic and changing nature of business and the consideration of the future of organisations within the global business environment, including the management of risk	K1	BM461 BM414 MG411 MG412 MG414	BM563 BM565 BM533	BM634/BM635* BM633 BM632 MG629 MG630	
The interrelationships among and the integration between these areas are very important within the overall student learning experience, and should be demonstrated in the capabilities of successful graduates from all modes of delivery.	K2	BM461 BM414 MG408 MG411 MG412	BM561 BM562 BM563	All level 6 modules	
Organisations: this encompasses the internal aspects, functions and processes of organisations including their diverse nature, purposes, structures, size/scale, governance, operations and management, together with the individual and corporate behaviours and cultures which exist within and between different organisations and their influence upon the external environment	K1 K2	MG412 MG411 MG414	BM561 BM563	MG629 MG630	
The business environment: this encompasses the fast pace of change within a wide range of factors, including economic, environmental, cultural, ethical, legal and regulatory, political, sociological, digital and technological, together with their effects at local, national and global	K1	BM461 BM414	BM561 BM562 BM565 BM533	BM634/BM635* BM633 BM632	

levels upon the strategy, behaviour, management and sustainability of organisations.					
Management: this encompasses the various processes, procedures and practices for effective management of organisations. It includes theories, models, frameworks, tasks and roles of management, including the management of people and corporate social responsibility, together with rational analysis and other processes of decision making within different organisations.	K3	MG411 MG414	BM563	BM634/BM635* MG629 MG630	
Subject-specific skills					
Markets: the development, access and operation of markets for resources, goods and services.	K1 K2	MG412	BM563	BM632	
Marketing and sales: different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design	K1 P1	MG412	BM561 BM562 BM533 MG526	BM632	
Customers: management of customer expectations, relationships and development of service excellence	K1	MG412	BM561 BM562		
Finance: the sources, uses and management of finance and the use of accounting and other information systems for planning, control, decision making and managing financial risk.	K1	BM414	BM522 BM533	BM633	
People: leadership, management and development of people and organisations including the implications of the legal context	K1 K3	MG411		MG629	
Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values	K1 C2	MG414		MG630	

Operations: the management of resources, the supply chain, procurement, logistics, outsourcing and quality systems.	K1	BM461	BM563		
Information systems and business intelligence: the development, management, application and implementation of information systems and their impact upon organisations.	K1 C1		MG532	BM632	
Communications: the comprehension and use of relevant communications for application in business and management, including the use of digital tools.	K1 T2	MG408 MG413	BM561 BM562 BM565	BM632	
Digital business: the development of strategic priorities to deliver business at speed in an environment where digital technology has reshaped traditional revenue and business models.	K1	MG412	BM562 BM563 BM565	BM632	
Business policy and strategy: the development of appropriate policies and strategies within a changing environment to meet stakeholder interests, and the use of risk management techniques and business continuity planning to help maximise achievement of strategic objectives	K1 K3		BM533	BM633	
Business innovation and enterprise development: taking innovative business ideas to create new products, services or organisations including the identification of Intellectual Property and appreciation of its value	K3	MG412	BM565	BM632	
Social responsibility: the need for individuals and organisations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues.	K1 K2	MG411	BM563	MG629	
Subject-specific skills					
People management: to include communications, team building, leadership and motivating others.	K3	MG408 MG411	BM561 BM562	MG629	

		MG414			
Problem solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions	C1 C2 T3	BM461 BM414 MG414	BM561 BM562	BM634/BM635* BM633	
Research: the ability to analyse and evaluate a range of business data, sources of information and appropriate methodologies, which includes the need for strong digital literacy, and to use that research for evidence-based decision-making	P2	BM461 BM414 MG412 MG413	BM562 BM565 BM533	BM634/BM635* BM631 BM633 BM632	
Commercial acumen: based on an awareness of the key drivers for business success, causes of failure and the importance of providing customer satisfaction and building customer loyalty.	K1	BM461 MG412	BM561 BM562	BM632	
Innovation, creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit intellectual property, gain support, and deliver successful outcomes.	K3			BM632	
Numeracy: the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena.	K1 C1	BM461 BM414 MG408	BM522 BM533		
Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.	P1 T5	MG410 MG411	BM562	MG629 MG630	
Generic and graduate skills					
Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence	P1 T2 T4 T5	MG408	BM561 BM562	MG629	
Ability to work with people from a range of cultures.	T5	MG411		MG629	
Articulating and effectively explaining information	P1	MG408	BM561		

	T2 C3		BM562		
Building and maintaining relationships	P1 T2 T4 T6	MG411 MG414 MG408 MG410	BM561 BM562	MG629	
Communication and listening including the ability to produce clear, structured business communications in a variety of media.	T2 T3 T5 T6	All level 4 modules	All level 5 modules	All level 6 modules	
Emotional intelligence and empathy	T2 T5	MG410 MG411		MG629 MG630	
Conceptual and critical thinking, analysis, synthesis and evaluation	C3 T6 T3	All level 4 modules	All level 5 modules	All level 6 modules	
Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive, to plan, organise and manage time	P1 T5	MG408 MG410	BM562	MG629	
Self-reflection: self-analysis and an awareness/sensitivity to diversity in terms of people and cultures. This includes a continuing appetite for development.	T5	MG408 MG410	BM562	MG629	

EMPLOYABILITY MAPPING

Module Code	CD Career Development Learning			E Experience			DS Degree Subject Knowledge Understanding & Skills			GS General Skills			EI Emotional Intelligence			RE Reflection & Evaluation			S Self-esteem, Self-confidence & Self-efficacy		
	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed
FY026	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FY027	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FY028	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FY021	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Module Code	CD Career Development Learning			E Experience			DS Degree Subject Knowledge Understanding & Skills			GS General Skills			EI Emotional Intelligence			RE Reflection & Evaluation			S Self-esteem, Self-confidence & Self-efficacy		
	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed	Taught	Practised	Assessed
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