

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

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| 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]lose / [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"/> |
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| 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"/> |
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| 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 | |

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| 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 | |

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| 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 | |

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| | | 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 | | |

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|--|----------------------|----------------------------------|---------------------|---------------------|--|
| | 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"/> |
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| 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"/> |
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| MG408 | <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 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"/> | <input checked="" 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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