

S1 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 & Human Resource Management BA (Hons) Business & Human Resource Management with Foundation year
Awarding Body	Buckinghamshire New University
Teaching Institution / Programme Location	Buckinghamshire New University, High Wycombe, Uxbridge, UCAV
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	NN61 – Degree NN64 – Degree with foundation year
Course Code(s)	BB1BHR1 – Degree BB1BHR4 – Degree with foundation year
Mode of Delivery	Full time
Length of Study	3 years 4 years
Number of Intakes	Bucks: 3 year version – 2: September, January Bucks: 4 year version – 2: September, January
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

Programme Introduction

Human Resource Management is all about ensuring that people are managed and treated fairly. By recruiting, retaining and developing the talent in a business, you can keep ahead of the competition. The BA (Hons) Business and Human Resource Management (Business & HRM) programme has been designed for students who are primarily interested in the Human Resources function in an organisation, but who would also like to learn about other business aspects and functions. This means that students will have an understanding of contemporary HR theory and practice, but also to understand the key business issues which impact on organisations. The programme's practical aspects are intrinsically linked to the study of new and emerging theories in Human Resources and general business, both in the UK and internationally.

This programme is aimed at those who wish to develop a good understanding of the nature of Business & HR 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.

To ensure future success, companies are constantly on the lookout for skilled and qualified HR advisors and managers; this degree will help students to be business ready. 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 creatively which will ensure they are well placed to enter the employment market.

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 develop and evaluate solutions to complex, real-life problems.

Distinguishing Features and Key Characteristics of the Programme

The programme takes into account the wide range of skills now required in the HR profession. The programme allows students to engage in studying the highly practical skills specific to human resources, but also other skills specific to other business functions such as marketing and finance.

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 HR management, but develops the personal skills of the students to prepare them for their first roles in management.

Distinguishing Features

- This programme offers specific knowledge and skills for students to pursue a career in any HR Management role, but also develop to complement those with management and leadership skills.
- Academics who teach on the programme have a wide range of experience in the HR sector and with ongoing links with industry
- 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.
- The programme provides a strategic and global view with recurring themes of problem solving, creative thinking and developing empathy
- 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 HR. 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. Students will focus on key HR modules at this stage to develop their professional knowledge and expertise.

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 and a key emphasis on HR Strategy. Change management and Organisation Development are also included at this level, which are key strategic issues facing HR within all organisations.

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.

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.

Employability Statement / Career Prospects

The programme will enable students to pursue a range of opportunities and careers in HR and general management, or via development of their own businesses. 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 HR Manager.

In the first year, students will learn about the business and management context of Human resources, including marketing, business environment and finance.

In Year 2 students will focus more on HR specific modules, specifically resourcing, employee engagement and international HRM.

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. Additionally key HR topics such as Change Management, and HR Strategy will complement this independent project.

The students can also progress their professional qualifications through, for example, the study of a Masters in HRM, the MA Leadership and Management or an IMBA. This can be done 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 opportunities for students to develop those skills and practice them.

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.

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

Programme Aims

The main educational aims of the programme are to:

- Prepare the students for a career in HRM or another people-related area through the development of an in-depth knowledge and understanding of the core functions of business and HRM.
- Produce graduates with the level of skills, knowledge and analytical abilities that equip them for professional or postgraduate study.

- 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.
- Develop the confidence and transferable skills in areas that are sought by employers, such as communications, problem solving, critical thinking, and professional development.
- Prepare students for graduate employment, research, further study and lifelong learning by developing their intellectual, practical and key (transferable) skills

Table 1: Programme Learning Outcomes and Mapping to Modules

On successful completion of Level 6 BA (Hons) Business & HRM, 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 disciplines, such as business environment, accounting and finance, operations, marketing, business information systems and people and organisation behaviour	BM461 BM414 MG411 MG412 MG414	BM565	BM634/BM635* BM633 BM632 MG629 MG630
K2	Demonstrate knowledge and understanding of key theories and concepts of strategic HR management, leadership and innovation within a changing environment	MG411 MG414	MG524 MG527 MG528 BM565	BM634/BM635* MG631 MG629 MG624 MG630
K3	Apply theoretical and conceptual knowledge and understanding to real world examples, to enable analysis and evaluation of key theories and concepts		BM561 BM562	MG631 BM632
K4	Identify, analyse and evaluate the contribution of strategic HR management across key business disciplines such as operations, marketing and finance		MG524 MG527 MG528	BM634/BM635* MG631
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	BM634/BM635* BM632
C2	Deal critically with organisational issues and be able to produce solutions and action plans	BM414 MG411	BM562 BM565 MG527 MG528	BM633 BM632 MG631 MG630

C3	Critically evaluate information, arguments and concepts	BM461 BM414 MG412	BM561 BM562	BM634/BM635* BM633 BM632 MG630
P	Practical Skills			
P1	Research information about complex business situations and apply qualitative and quantitative techniques to them in a project context, using ICT as appropriate	BM414 MG408 MG413	BM522 BM561 BM562	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
T3	Demonstrate problem solving and decision making skills	BM461 BM414 MG411 MG412 MG408	BM561 BM562	BM634/BM635* BM633 BM632 MG629 MG630
T4	Demonstrate ability to work both independently and as part of a team	MG408 MG414	BM561 BM562 MG528	MG629 MG630
T5	Display empathetic and effective two-way communication skills including listening, negotiating and persuading or influencing others	MG408	BM561 BM562 MG528	BM629 MG630
T6	Display a range of personal and interpersonal skills including emotional intelligence, teamwork and collaboration which are necessary to demonstrate higher level skills in empathy and working together.	All level 4 modules	All level 5 modules	All level 6 modules
T7	Solve problems by clarifying complex questions, considering alternative solutions and critically evaluating outcomes		BM562	BM634/BM635* BM633 BM632 MG630
T8	Develop self-management skills including taking responsibility, demonstrating confidence		BM561 BM562 MG528	MG629 MG630
T9	Effectively use written and oral communication skills to present information in a coherent and persuasive manner	All level 4 modules	All level 5 modules	All level 6 modules

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 BM630 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. ,
- Demonstrate knowledge and understanding of key theories and concepts of strategic HR management, leadership and innovation within a changing environment
- 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
- Display empathetic and effective two-way communication skills including listening, negotiating and persuading or influencing others

The above learning outcomes will be demonstrated by the achievement of a combined total of 240 credits comprising 120 credits 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 with a focus on Human Resource Management (HRM) in business. To meet this objective, a combination of tutor and student-led inputs, workshops, self-study and directed research and investigation will be used. Students work individually and in groups, thereby developing empathy skills and emotional intelligence. The assessment tasks include individual

assignments, group work, enterprise activities, examinations, and project work in a combination designed to assess and meet the stated aims and the learning outcomes.

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 HRM, 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 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.

Across the programme, subject specific, transferable and professional skills are embedded within identified modules. For example, at Level 4, team working, reflection and report writing are explicit within the Organisational Behaviour module and a business simulation is used in the Graduate Challenge. At Level 5 in the HR modules, written communications skills are further developed. At Level 6 students get an opportunity for self-directed and self-managed study in the Dissertation or Consultancy Project modules. This also enables them to develop research and reflection skills. Other modules – such as Strategic Human Resource Management – will develop the students' critical thinking abilities.

The assessment strategy is designed to ensure that learning outcomes are achieved and there is a progressive development of knowledge and skills. At level 4, students are expected to describe, explain and review concepts theories and models. At level 5, students apply, analyse and evaluate, and at level 6 independent learning is more embedded and students develop a depth of understanding via critical analysis and evaluation. At level 4, all students are provided with a foundation across all business areas, including HRM; at levels 5 and 6 the assessment strategies within the specialist modules provide more challenging opportunities for developing critical analysis and evaluation through problem solving, case studies and the dissertation.

Formative assessment is a key feature of the programme enabling early feedback to be given on progress and to help students improve performance. Assessment at all levels is by coursework, practical tasks and examination with some modules being assessed by 100% coursework. The course is designed to give students opportunities to undertake work based learning and enterprise activities which can form part of the learning and assessment of the programme.

At Level Six, students may choose to undertake one of the following research-based options (alongside other optional modules):

- Dissertation
- Consultancy Project

The dissertation is a research project involving the investigation of a topic. The outcome is likely to be answers to a set of research questions. The dissertation is expected to be submitted in the form of a thesis. This thesis will demonstrate research data gathering and analysis skills as well as depth of

understanding of the topic area. Formative feedback is provided by regular discussions with the dissertation supervisor and through comments received on draft chapters.

The consultancy project is based around a business problem to be solved or an opportunity to be explored. The outcome of a consultancy project is likely to be solution(s) identified and/or implemented by the student. The final outcome is submitted in the form of a consultancy report. This report will explain and justify the steps taken throughout the project and the outcomes achieved. On-going formative feedback will be provided throughout by the organisational contact/sponsor as well as by the university tutor.

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 & HRM / BA (Hons) Business & HRM with Foundation Year							
Course Code		BB1BHR1 / BB1BHR4							
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 (/Core / /Optional)	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
FY028	Inquiry and Research Skills	0	1	C	n/a		100		S1/ S2
FY021	Introduction to Business Studies	0	1	C	n/a		100		S1/ S2
Level 4									
BM461	Global Business environment	4	1	C	15		100		S1
MG408	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
MG528	Resourcing and Talent Planning	5	2	C	15		50	50	S1
MG527	Managing and Engaging people	5	2	C	15		100		S1
BM562	Consulting in practice	5	2	C	15		100		S2

MG524	International HRM	5	2	C	15		100		S2
BM565	Digital Business and New Technologies	5	2	C	15		60	40	S2
MG526	Customer Experience	5	2	C	15		100		S2
Level 6									
BM631	Research Methods	6	3	C	15		100		S1
BM633	Strategic Agility	6	3	C	15		100		S1
MG631	HR Strategy	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 modules only apply to the “with Foundation” version of the programme

Table 3: Breakdown of Contact Hours

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 *Academic Assessment Regulations* and procedures as detailed on the University website.

The following modules will be non-compensable:

- BM634 Dissertation
- BM635 Consultancy Project

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

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.

Further details regarding this are available in the *Academic Assessment Regulations* document available on <https://bucks.ac.uk>

Exit Awards Available

Exit Award Type	Award Title	Credits Achieved
Certificate of Higher Education	Business Management	120 Credits
Diploma of Higher Education	Business & HRM	240 Credits
Ordinary Degree	Business & HRM	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: 2023-24

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
FY001	<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"/>
FY002	<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"/>
FY003	<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"/>
MG524	<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"/>
MG527	<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"/>
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"/>
MG528	<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 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"/>
MG631	<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"/>

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
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	Programme Outcome(s)	Module Code(s)			
		Level 4	Level 5	Level 6	
Business & Management (2015)					
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	BM565	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.	K1 K4	BM461 BM414 MG408 MG411 MG412	BM561 BM562 MG522	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 K4	MG412 MG411 MG414	BM561 MG527	MG629 MG630 MG631	
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,	K1 K2	BM461 BM414	BM561 BM562 BM565	BM634/BM635* BM633 BM632	

together with their effects at local, national and global 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.	K2 K4	MG411 MG414	MG527 MG528	BM634/BM635* MG629 MG630 MG631	
Subject-specific skills					
Markets: the development, access and operation of markets for resources, goods and services.	K1	MG412		BM632	
Marketing and sales: different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design	K1 T1	MG412	BM561 BM562 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	BM633	
People: leadership, management and development of people and organisations including the implications of the legal context	K1 K3	MG411	MG527 MG528	MG629 MG631	
Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values	K1 C2	MG414	MG528 MG524	MG630 MG631	

Operations: the management of resources, the supply chain, procurement, logistics, outsourcing and quality systems.	K1	BM461		BM633	
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 T3	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 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			BM633 MG631	
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		MG629	
Subject-specific skills					
People management: to include communications, team building, leadership and motivating others.	K3	MG408 MG411	BM561 BM562	MG629 MG630	

		MG414	MG527 MG528		
Problem solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions	C1 C2 T4	BM461 BM414 MG414	BM561 BM562 MG522	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	P1	BM461 BM414 MG412 MG413	BM562 BM565	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		BM565	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		
Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.	T1 T6	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	T1 T3 T5 T6	MG408	BM561 BM562	MG629	
Ability to work with people from a range of cultures.	T6	MG411	MG524	MG629	

Articulating and effectively explaining information	T1 T3 C3	MG408	BM561 BM562	BM633	
Building and maintaining relationships	T1 T3 T5 T7	MG411 MG414 MG408 MG410	BM561 BM562	MG629	
Communication and listening including the ability to produce clear, structured business communications in a variety of media.	T3 T4 T6 T7	All level 4 modules	All level 5 modules	All level 6 modules	
Emotional intelligence and empathy	T3 T6	MG410 MG411		MG629 MG630	
Conceptual and critical thinking, analysis, synthesis and evaluation	C3 T7 T4	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 T6	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.	T6	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
FY001	<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"/>
FY002	<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"/>
FY003	<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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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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