

# PROGRAMME SPECIFICATION

## 1. Key Information

<b>Programme Title:</b>	BA (Hons) Business Management BA (Hons) Business Management with Foundation Year BA (Hons) Business Management with International Foundation Year
<b>Awarding Institution:</b>	Buckinghamshire New University
<b>Teaching Institution(s):</b>	Buckinghamshire New University
<b>Subject Cluster:</b>	Business
<b>Award Title (including separate Pathway Award Titles where offered):</b>	BA (Hons) Business Management BA (Hons) Business and Human Resource Management
<b>Pathways (if applicable)</b>	Business Management Business and Human Resource Management
<b>FHEQ level of final award:</b>	6
<b>Other award titles available (exit qualifications):</b>	Certificate of Higher Education Diploma of Higher Education BA Business Management (or relevant pathway)
<b>Accreditation details:</b>	Chartered Management Institute (CMI) to apply for after validation
<b>Length of programme:</b>	3 years Full Time 4 years with Foundation Year
<b>Mode(s) of Study:</b>	Full Time
<b>Mode of Delivery:</b>	In person (on-site) delivery
<b>Language of study:</b>	English
<b>QAA Subject Benchmark(s):</b>	Business and Management (2019)
<b>Other external reference points (e.g., Apprenticeship Standard):</b>	
<b>Course Code(s):</b>	BABUSIFT / BABUSIFY
<b>UCAS Code(s):</b>	
<b>Approval date:</b>	1 December 2022
<b>Date of last update:</b>	

## 2. Programme Summary

This programme is aimed to give learners a foundation to confidently contribute to an organisation's strategic success from day one. We pride ourselves on our employer-led student-focused approach to our courses. A key feature of this programme is that it provides the chance to blend both the latest industry insights with best practice and provides experience

of real client projects, enhancing graduate employability. The theory of business management is somewhat complex yet the practice of what works is often very simple and it is here that the learner will be encouraged to apply practical and realistic solutions to complex business scenarios that they will face every day as a graduate of the business school.

Learners will have the opportunity to study subject areas that may include Sustainable Operations, Responsible Enterprise, Macro and Diverse Business Issues and Sustainable Strategic Agility and Innovation. All these will help develop and specialise areas of interest and set learners on the way to becoming graduates with real-life experience in the field of their choice. Importantly, the learner will develop an agile mindset that is quick to challenge existing orthodoxies and practices so they may contribute at a practical level to provide solutions to problems. The learner will also develop resilience and mental toughness to confront the challenges that they know about and to meet the challenges that do not yet exist. The transference of risk to the individual and the need for life-long learning will provide opportunity for the learner to become real-world savvy and plan for their financial and mental health wellbeing.

Recently, the global business landscape has had to adapt to a different way of working and trading. More key business activities are now carried out using technology and Artificial Intelligence (AI). Modules such as Introduction to Data Analytics and Strategic Marketing in a Digital World providing understanding of how technology can underpin innovation and improvements to business and organisations, alongside developing key skills, such as empathy, problem solving and creativity, which ensure learners are well placed to enter the employment market. The importance of the environment and the impact of business on a fragile ecosystem will force a global rethink of how the free market economy interacts with nature. Business opportunities for new ways of doing business and the creation of new markets will revolutionize the role of business in society. Working with and through nature to reduce the impact of humans upon the planet will force firms to re-examine their way of working and create opportunities that provide greater diversity and inclusivity.

### 3. Programme Aims and Learning Outcomes

#### Programme Aims

This programme aims to:

1. Provide learners with an in-depth understanding of different types and sizes of organisation including public, private and not for profit (such as social enterprises)
2. Provides a commercial awareness of the core functions and management of different types and sizes of organisation including public, private and not for profit (such as social enterprises) as well as the broader economy and the business environment more generally
3. Prepare learners for, a career in business, through the development of a range of the specific contemporary business knowledge and skills necessary to contribute to effective business practice and problem solving
4. Equip learners with the ability to reflect on their own strengths and weaknesses and identify their own personal development needs to undertake graduate careers in business or in any other workplace
5. Enhance a wide range of skills and attributes which equip graduates to become effective global citizens, including the encouragement of positive and critical attitudes towards change and enterprise

## Programme Learning Outcomes

### Knowledge and Understanding (K)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
<b>K1</b>	Demonstrate relevant in-depth knowledge and understanding of organisations, the business environment in which they operate and their management, in consideration of the changing nature of business within the global environment.
<b>K2</b>	Investigate the internal aspects of organisations, their functions and processes, including their diverse nature, purposes, structures, size/scale, together with individual and corporate behaviours and cultures which exist within and between different organisations and their influence on the external environment.
<b>K3</b>	Provide detailed explanations of key concepts relating to businesses, organisations and the people associated with them

### Analysis and Criticality (C)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
<b>C1</b>	Analyse organisations, their behaviour and design, including cross-cultural issues, change diversity and values.
<b>C2</b>	Evaluate and critique the range of activities within the key business functional areas and their interrelationship and interconnectedness.
<b>C3</b>	Conduct research and show the ability to analyse and evaluate a range of business data, sources of information and appropriate methodologies, and use that research for evidence-based decision making.
<b>C4</b>	Problem solve and critically analyse facts and circumstances to determine the cause and identify and select appropriate solutions.

### Application and Practice (P)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
<b>P1</b>	Demonstrate competent people management skills including communications, team building, leadership and problem-solving.
<b>P2</b>	Show proficiency in the use of quantitative skills to manipulate data, evaluate, estimate and model business problems functions and phenomena.
<b>P3</b>	Network, that is show an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.

### Transferable skills and other attributes (T)

On successful completion of the programme, you will be able to:

ID	Learning Outcome
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<b>T1</b>	Effectively work both independently and collaboratively and with people from a range of cultures.
<b>T2</b>	Listen and communicate effectively and persuasively to produce clear, structured communications in a variety of media
<b>T3</b>	Develop conceptual and critical thinking, analysis, synthesis and evaluation and show a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive and to plan, organise and manage time.
<b>T4</b>	Acquire proficient computer literacy skills through knowledge and ability and the use of computers and related technology.
<b>T5</b>	Solve problems by interpreting complex questions, clarifying, considering alternative solutions and critically evaluating outcomes.

### Graduate Attributes

The BNU Graduate Attributes of: Knowledge and its application; Creativity; Social and ethical awareness and responsibility; and Leadership and self-development focus on the development of innovative leaders in professional and creative capacities, who are equipped to operate in the 21st Century labour market and make a positive impact as global citizens.

On this programme, attributes are developed through the practical application of a growing knowledge of organisations and their core functions within the context of the global business environment (K1-3, P1-3). Through individual and collaborative work, the attributes of leadership and creativity are fostered and an innovative approach to problem-solving is acquired (C1-C4, T1-5). Learning professional practices and skills creates highly employable, ethically and socially aware professionals ready to take on the challenges of the 21st Century business landscape (C1-C4, T1-5).

## 4. Entry Requirements

The University's [general entry requirements](#) will apply to admission to this programme with the following additions / exceptions:

- UCAS tariff score of: 88 - 112

If you do not meet the entry requirements you may, if you have relevant professional experience, still be invited for interview, where you will be required to demonstrate the necessary knowledge and understanding for entry onto the course.

Previous study, professional and / or vocational experiences may be recognised as the equivalent learning experience and permit exemption from studying certain modules in accordance with our [accreditation of prior learning](#) (APL) process.

## 5. Programme Structure

### Pathway 1 - BA (Hons) Business Management

Level	Modules (Code, Title and Credits)	Exit Awards
<b>Foundation Year<sup>1</sup></b>	<p><b>Core modules:</b>  FY026 Preparing for Success: Knowledge and Creativity (zero credits)  FY027 Preparing for Success: Self Development and Responsibility (zero credits)  FY028 Inquiry Based Learning (zero credits)  FY021 Introduction to Business Studies (zero credits)</p> <p><b>Option modules:</b>  No option modules are available at this level.</p> <p><b>Opportunity modules:</b>  No Opportunity modules are available at this level.</p>	<b>N/A.</b> No credit is awarded at this Level.
<b>International Foundation Year<sup>1</sup></b>	<p>FY042 English for Academic and Professional Communication (zero credits)  FY043 Global Business and Management (zero credits)  FY044 Inquiry Based Learning (zero credits)</p> <p><b>Option modules:</b>  No option modules are available at this level.</p> <p><b>Opportunity modules:</b>  No Opportunity modules are available at this level.</p>	<b>N/A.</b> No credit is awarded at this Level.
<b>Level 4</b>	<p><b>Core modules:</b>  BAM4011 People Management and Employment Skills (20 credits)  BAM4012 Global Business and Sustainability (20 credits)  BAM4013 Introduction to Data and Analytics (20 credits)  BAM4019 Introduction to Financial Decision Making (20 credits)</p>	<b>Certificate of Higher Education,</b> awarded on achievement of 120 credits at Level 4

<sup>1</sup> Modules on the Foundation Year only apply to learners who are enrolled on the “with Foundation Year” programme.

	<p>BAM4020 Principles of Marketing (20 credits)</p> <p><b>Option modules:</b> No option modules are available at this level.</p> <p><b>Opportunity modules:</b> You must choose 2 x 10 credit Level 4 Opportunity modules from the Opportunity module catalogue <a href="http://www.bnu.ac.uk/oppmodules">www.bnu.ac.uk/oppmodules</a></p>	
<b>Level 5</b>	<p><b>Core modules:</b> BAM5009 Consulting in Practice (20 credits) BAM5024 Responsible Enterprise and Ethical Research (20 credits) BAM5011 Project Management and Sustainable Operations (20 credits) BAM5013 Strategic Marketing (20 credits)</p> <p><b>Option modules:</b> Choose modules to the total of 20 credits: BAM5025 Consumer Behaviour (20 credits) BAM5028 Data Analytics for Business Decisions (20 credits)</p> <p><b>Opportunity modules:</b> In addition, you must choose 2 x 10 credit Level 5 Opportunity modules from the Opportunity module catalogue <a href="http://www.bnu.ac.uk/oppmodules">www.bnu.ac.uk/oppmodules</a></p>	<p><b>Diploma of Higher Education</b>, awarded on achievement of 240 credits, including a minimum of 120 credits at Level 5</p>
<b>Level 6</b>	<p><b>Core modules:</b> BAM6006 Sustainable Strategic Agility and Innovation (20 credits) BAM6009 Field Immersion and Leadership for Career Development (20 credits) BAM6023 Macro and Diverse Business Issues (20 credits) BAM6014 Independent Professional Project (40 credits)</p> <p><b>Option modules:</b> Choose modules to the total of 20 credits: BAM6011 International Marketing (20 credits) BAM6016 Integrated Marketing Communications (IMC) Strategy and Planning (20 credits)</p>	<p><b>Ordinary Degree</b>, awarded on achievement of 300 credits, including 60 credits at Level 6 and 120 credits at each of Levels 4 and 5</p> <p><b>Honours Degree</b>, awarded on achievement of 360 credits, including 120 credits at each of Levels, 4, 5 and 6</p>

	<b>Opportunity modules:</b> No Opportunity modules are available at this level.	
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Please note: Not all option modules will necessarily be offered in any one year. Other option modules may also be introduced at a later stage enabling the programme to respond to changes in the subject area.

Pathway 2 - BA (Hons) Business and Human Resource Management

Level	Modules (Code, Title and Credits)	Exit Awards
<b>Foundation Year<sup>1</sup></b>	<p><b>Core modules:</b>                      FY026 Preparing for Success: Knowledge and Creativity (zero credits)                      FY027 Preparing for Success: Self Development and Responsibility (zero credits)                      FY028 Inquiry Based Learning (zero credits)                      FY021 Introduction to Business Studies (zero credits)</p> <p><b>Option modules:</b>                      No option modules are available at this level.</p> <p><b>Opportunity modules:</b>                      No Opportunity modules are available at this level.</p>	<b>N/A.</b> No credit is awarded at this Level.
<b>International Foundation Year<sup>1</sup></b>	<p>FY042 English for Academic and Professional Communication (zero credits)                      FY043 Global Business and Management (zero credits)                      FY044 Inquiry Based Learning (zero credits)</p> <p><b>Option modules:</b>                      No option modules are available at this level.</p> <p><b>Opportunity modules:</b>                      No Opportunity modules are available at this level.</p>	<b>N/A.</b> No credit is awarded at this Level.

<p><b>Level 4</b></p>	<p><b>Core modules:</b>                  BAM4011 People Management and Employment Skills (20 credits)                  BAM4012 Global Business and Sustainability (20 credits)                  BAM4013 Introduction to Data and Analytics (20 credits)                  BAM4019 Introduction to Financial Decision Making (20 credits)                  BAM4020 Principles of Marketing (20 credits)</p> <p><b>Option modules:</b>                  No option modules are available at this level.</p> <p><b>Opportunity modules:</b>                  You must choose 2 x 10 credit Level 4 Opportunity modules from the Opportunity module catalogue <a href="http://www.bnu.ac.uk/oppmodules">www.bnu.ac.uk/oppmodules</a></p>	<p><b>Certificate of Higher Education</b>, awarded on achievement of 120 credits at Level 4</p>
<p><b>Level 5</b></p>	<p><b>Core modules:</b>                  BAM5009 Consulting in Practice (20 credits)                  BAM5024 Responsible Enterprise and Ethical Research (20 credits)                  BAM5012 Managing and Engaging People (20 credits)                  BAMxxxx Resourcing and Talent Planning (20 credits)                  BAM5027 International HRM (20 credits)</p> <p><b>Opportunity modules:</b>                  In addition, you must choose 2 x 10 credit Level 5 Opportunity modules from the Opportunity module catalogue <a href="http://www.bnu.ac.uk/oppmodules">www.bnu.ac.uk/oppmodules</a></p>	<p><b>Diploma of Higher Education</b>, awarded on achievement of 240 credits, including a minimum of 120 credits at Level 5</p>
<p><b>Level 6</b></p>	<p><b>Core modules:</b>                  BAM6006 Sustainable Strategic Agility and Innovation (20 credits)                  BAM6009 Field Immersion and Leadership for Career Development (20 credits)                  BAM6023 Macro and Diverse Business Issues (20 credits)                  BAM6022 HR Strategy (20 credits)                  BAM6014 Independent Professional Project (40 credits)</p> <p><b>Opportunity modules:</b>                  No Opportunity modules are available at this level.</p>	<p><b>Ordinary Degree</b>, awarded on achievement of 300 credits, including 60 credits at Level 6 and 120 credits at each of Levels 4 and 5</p> <p><b>Honours Degree</b>, awarded on achievement of 360 credits, including 120 credits at each of Levels, 4, 5 and 6</p>



<sup>1</sup> Modules on the Foundation Year only apply to learners who are enrolled on the “with Foundation Year” programme.

## 6. Learning, Teaching and Assessment

### Learning and teaching

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

During the Foundation Year, learners 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 learners developing their knowledge and understanding of the subjects being studied and assessed. Level 4 teaching and learning methods are aimed at introducing learners 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 levels 4 and above, several different methods will be utilised, including lectures, classroom-based activities, independent learning methods and practical sessions, where applicable. Lectures are learner-focused and include interactive sessions and flipped classroom methods to enable dissemination of knowledge to large numbers of learners. They typically provide structure to the topic area in order to facilitate understanding and inspire learners to think critically about the issues. At this level seminars will also provide a forum in which learners can interact, collaborate to engage with the subject, clarify issues and begin to discuss the subject matter.

At Level 5 learners are expected to acquire more in-depth knowledge and understanding of the subjects at a strategic level. This is achieved through application of the theory and skills developed at level 4 with live briefs and the consultancy modules where the learner will work with a client to solve a real-world live business problem. Here, the learner will develop time management and team-work skills whilst also meeting the needs of the client in order to develop business critical skills such as; problem solving, innovation and entrepreneurial thinking, written communication skills, professionalism and presenting to a client.

At Level 6 learners will be encouraged to develop independent learning, analytical and critical evaluation skills and critical application of their knowledge, considering wider contexts, to the level expected of a graduate entrant. This level will focus on business strategy rather than operational issues which will have been covered at level 5. The emphasis at this level is the development of the learner's junior executive mind-set and their professional voice to contribute to the business debate as expected of a Buckinghamshire Business School graduate.

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 learners and tutors, 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 learners between teaching sessions.

*Resources page* – on-line links to good academic articles of relevance to the module

*E-Journals* – learners registered on Blackboard can 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.

## Assessment

Summative assessments are designed to test the achievement of module learning outcomes. Some modules include formative assessments. Whilst these do not give marks towards the final module grade, they offer learners a valuable learning resource by way of feedback from the tutors, which can offer direction for improved performance on the summative assignments.

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

**Essay/Report** will provide the opportunity for learners 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 learners to demonstrate their knowledge through effective verbal communication skills, and to demonstrate sensitivity to contextual and interpersonal factors

The final Independent Professional Project represents a major piece of independent research focused on strategic business issues chosen by the learner and undertaken in their final year. This will be undertaken with support from an academic supervisor and with regular meetings throughout the academic year.

## Contact Hours

Learners can expect to receive up to 12 hours of scheduled learning activities per week. This may include lectures, seminars or workshops. A full breakdown of contact hours can be found in individual module descriptors.

## 7. Programme Regulations

This programme will be subject to the following assessment regulations:

- Academic Assessment Regulations

## 8. Support for learners

The following systems are in place to support you to be successful with your studies:

- The appointment of a personal tutor to support you through your programme
- A programme handbook and induction at the beginning of your studies
- Library resources, include access to books, journals and databases - many of which are available in electronic format – and support from trained library staff
- Access to Blackboard, our Virtual Learning Environment (VLE), which is accessible via PC, laptop, tablet or mobile device

- Access to the MyBNU portal where you can access all University systems, information and news, record your attendance at sessions, and access your personalised timetable
- Academic Registry staff providing general guidance on University regulations, exams, and other aspects of students and course administration
- Central student services, including teams supporting academic skills development, career success, student finance, accommodation, chaplaincy, disability and counselling
- Support from the Bucks Students' Union, including the Students' Union Advice Centre which offers free and confidential advice on University processes.

## 9. Programme monitoring and review

BNU has several ways for monitoring and reviewing the quality of learning and teaching on your programme. You will be able to comment on the content of their programme via the following feedback mechanisms:

- Formal feedback questionnaires and anonymous module 'check-ins'
- Participation in external surveys
- Programme Committees, via appointed student representatives
- Informal feedback to your programme leader

Quality and standards on each programme are assured via the following mechanisms:

- An initial event to approve the programme for delivery
- An annual report submitted by the External Examiner following a process of external moderation of work submitted for assessment
- The Annual Monitoring process, which is overseen by the University's Education Committee
- Review by the relevant PSRB(s)
- Periodic Subject Review events held every five years
- Other sector compliance and review mechanisms

## 10. Internal and external reference points

Design and development of this programme has been informed by the following internal and external reference points:

- The Framework for Higher Education Qualifications (FHEQ)
- The QAA Subject Benchmark Statement – see detailed mapping below
- The BNU Qualifications and Credit Framework
- The BNU Grading Descriptors
- The University Strategy

### Mapping of Subject Benchmark Statement and any relevant Apprenticeship Standard to Programme Learning Outcomes

Subject Benchmark Statement: QAA Subject Benchmark Standard Business & Management (2019)	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)				
	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
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. Courses 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.	X	X	X	X	X			X		X	X		X	X	X
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.	X	X	X	X	X			X		X	X		X		
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	X	X	X	X	X			X		X	X	X	X	X	

Subject Benchmark Statement: QAA Subject Benchmark Standard Business & Management (2019)	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)				
	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
different organisations and their influence upon the external environment.															
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 levels upon the strategy, behaviour, management and sustainability of organisations.	X	X	X	X	X			X			X			X	
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	X	X	X	X	X		X	X		X	X	X	X	X	X
Subject-specific knowledge															
Markets: the development, access and operation of markets for resources, goods and services	X	X	X	X	X			X				X		X	
Marketing and sales: different approaches for segmentation, targeting, positioning generating	X	X	X	X	X	X				X		X	X		

Subject Benchmark Statement: QAA Subject Benchmark Standard Business & Management (2019)	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)				
	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
sales and the need for innovation in product and service design.															
Customers: management of customer expectations, relationships and development of service excellence.	X	X	X	X	X		X	X		X	X	X	X		
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.	X	X	X		X	X	X		X			X	X	X	X
People: leadership, management and development of people and organisations, including the implications of the legal context.	X	X	X	X	X			X		X	X	X	X		
Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values	X	X	X	X	X			X					X	X	
Operations: the management of resources, the supply chain, procurement, logistics, outsourcing and quality systems.	X	X	X	X	X		X	X				X	X	X	X
Information systems and business intelligence: the development, management, application and implementation of information systems and their impact upon organisations.	X	X	X		X	X	X		X			X	X	X	X

Subject Benchmark Statement: QAA Subject Benchmark Standard Business & Management (2019)	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)					
	Benchmark / Standard requirement	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
Communications: the comprehension and use of relevant communications for application in business and management, including the use of digital tools.		X	X		X	X	X		X	X	X	X	X	X	X	X
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	X	X	X		X	X	X		X	X		X	X	X	X	X
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.	X	X	X	X	X	X	X		X	X		X	X	X	X	X
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.		X	X	X	X	X	X		X		X	X	X	X	X	X
Social responsibility: the need for individuals and organisations to manage responsibly and	X	X	X	X	X	X	X		X		X	X	X	X	X	X



Subject Benchmark Statement: QAA Subject Benchmark Standard Business & Management (2019)	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)				
	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
behave ethically in relation to social, cultural, economic and environmental issues.															
Subject-specific skills															
People management: to include communications, team building, leadership and motivating others.		X	X	X	X	X	X	X		X	X	X	X	X	X
Problem-solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions	X	X	X	X	X	X	X	X	X	X			X	X	X
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.	X	X	X	X	X	X	X	X	X	X		X	X	X	X
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.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Innovation, creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit	X	X	X	X	X	X	X	X		X	X	X	X	X	X

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	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5	
intellectual property, gain support, and deliver successful outcomes.																
Numeracy: the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena.			X		X	X	X		X				X	X	X	X
Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.		X						X		X	X	X	X			
Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence.	X	X	X	X	X			X		X	X	X	X	X		
Ability to work with people from a range of cultures.	X	X	X	X				X		X	X	X	X			
Articulating and effectively explaining information.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Building and maintaining relationships.		X						X		X	X	X				
Communication and listening, including the ability to produce clear, structured business communications in a variety of media.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Emotional intelligence and empathy.		X		X				X		X	X	X	X			
Conceptual and critical thinking, analysis, synthesis and evaluation		X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-						X		X		X	X	X				

Subject Benchmark Statement: QAA Subject Benchmark Standard Business & Management (2019)	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)					
	Benchmark / Standard requirement	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
starting and appropriately assertive, to plan, organise and manage time.																
Self-reflection: self-analysis and an awareness/sensitivity to diversity in terms of people and cultures. This includes a continuing appetite for development.		X		X					X		X	X	X			

## Mapping of Programme Learning Outcomes to Modules

Programme Learning Outcome	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)					
	Module Code (Core)	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
<b>Level 4</b>																
Global Business and Sustainability with Academic Skills	X	X		X		X	X	X				X	X		X	X
People Management and Employment Skills	X	X	X	X	X			X		X			X	X	X	
Introduction to Data and Analytics			X		X	X			X			X	X		X	
Financial Decision Making	X		X		X		X		X				X		X	X
Principles of Marketing	X	X	X	X	X		X	X					X	X	X	
<b>Level 5</b>																
Consulting in Practice	X	X	X			X	X	X	X	X		X	X	X	X	X
Responsible Enterprise and Ethical Research	X		X	X		X	X	X		X			X	X	X	X
Project Management and Sustainable Operations	X	X	X	X	X		X		X				X	X	X	X
Strategic Marketing	X	X	x	X	X		X	X					X	X	X	X
Consumer Behaviour - Option	X	X	X	X	X		X	X					X	X	X	X

Programme Learning Outcome	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)					
	Module Code (Core)	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
Data Analytics for Business Decisions (Option)			X		X		X		X				X	X	X	X
Business and Human Resource Management Pathway modules																
International HRM	X	X	X	X			X	X		X			X	X	X	X
Managing and Engaging People		X	X	X	X		X	X	X	X			X	X	X	X
Resourcing and Talent Planning	X	X	X	X	X	X	X		X				X	X	X	X
<b>Level 6</b>																
Sustainable Strategic Agility and Innovation	X	X	X	X	X	X	X		X				X	X	X	X
Field Immersion and Leadership for Career Development		X	X	X	X		X	X		X		X	X	X	X	
Macro and Diverse Business Issues	X	X	X	X	X	X	X	X		X			X	X	X	X
Independent Professional Project	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
International Marketing - <b>Optional</b>	X	X	X	X	X		X	x					X	X	X	X
Integrated Marketing Communications (IMC) Strategy and Corporate	x	x	x	X	X		X	X					X	X	X	X

Programme Learning Outcome	Knowledge and understanding (K)			Analysis and Criticality (C)				Application and Practice (P)			Transferable skills and other attributes (T)					
	Module Code (Core)	K1	K2	K3	C1	C2	C3	C4	P1	P2	P3	T1	T2	T3	T4	T5
Communications - Optional																
Business and Human Resource Management Pathway module																
Strategic HRM	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X