PROGRAMME SPECIFICATION

1. Key Information

Programme Title:	Finance Finance with Foundation Year	
Awarding Institution:	Buckinghamshire New University	
Teaching Institution(s):	Buckinghamshire New University	
Subject Cluster:	Business	
Award Title (including separate Pathway Award Titles where offered):	BSc (Hons) Finance and Accounting BA (Hons) Finance and Business	
Pathways (if applicable)	Finance and Accounting Finance and Business	
FHEQ level of final award:	6	
Other award titles available (exit qualifications):	Certificate of Higher Education Diploma of Higher Education BSc Finance (or relevant pathway)	
Accreditation details:	Association of Chartered Certified Accountants (ACCA) Chartered Institute of Management Accountants (CIMA) Institute of Financial Accountants (IFA) Chartered Accountants in England and Wales (ICAEW)	
Length of programme:	3 years Full Time 4 years with Foundation Year	
Mode(s) of Study:	Full Time	
Mode of Delivery:	In person (on-site) delivery	
Language of study:	English	
QAA Subject Benchmark(s):	Business and Management (2019) Finance (2019)	
Other external reference points (e.g. Apprenticeship Standard):		
Course Code(s):	BSFINAFT / BSFINAFY	
UCAS Code(s):		
Approval date:	01/12/2022	
Date of last update:		

2. Programme Summary

In the industry, business and finance are inextricably linked. Having a good understanding of one area enhances your knowledge of the other. These programmes are ideal if you are interested in developing business knowledge and financial management skills as they cover a mix of financial accounting, management accounting, financial management, auditing,

taxation and strategic management skills. We blend together these subject areas to give you an understanding of the financial world and the topical issues affecting us. If you really enjoy controlling and managing the figures, then Finance awards are the perfect career path for you. Every organisation needs accurate financial information in order to survive and to make decisions about future growth. Our Finance awards address Business and Accounting, depending on your personal interests in the field.

Our Accounting pathway offers a mix of financial accounting, management accounting, financial management, auditing, taxation and strategic management modules that blend together to give you an understanding of the financial world and the topical issues affecting that world. You will be provided with a thorough grounding in accounting and finance not only in preparation for employment, but also for further study at post-graduate level.

Our Business pathway aims to develop your entrepreneurial capabilities and offers opportunities for you to develop and launch business ideas. Additionally, you will acquire a wide range of skills and competences useful for dealing competently with real-life, practical problems, while it will also provide opportunities for undertaking work experience. It will develop your ability to think critically and will therefore enable you to analyse and evaluate solutions to complex, real-life problems.

Both our Accounting and Business pathways are recognised by the Association of Chartered Certified Accountants (ACCA) and offers graduates the opportunity to gain a prestigious Accounting and Finance degree at the same time as qualifying as part-qualified accountants. This is achieved by giving you the opportunity to gain maximum exemptions from all nine ACCA papers at the Fundamentals level (F1-F9). In addition, you can also obtain exemptions from up to 7 modules from the Chartered Institute of Management Accountants (CIMA) and from the Institute of Chartered Accountants in England and Wales (ICAEW). You can also obtain membership at various levels for the IFA and ICAEW.

3. Programme Aims and Learning Outcomes

Programme Aims

This programme aims to:

- 1. Prepare learners for a professionally proven career in the general business and finance sector or in any finance-related field and to develop learners' knowledge, skills and understanding of business and finance theory and practice
- Develop learners' analytical capabilities to apply the knowledge of finance across a
 range of settings and also to develop learners' skills that link directly to professional body
 and ethical standards to become a responsible and socially aware accountant or
 business manager
- 3. Develop learners' confidence and transferable skills in areas highly sought by employers, including communications, problem solving, critical thinking, and preparing learners to work within a team and as an individual

Programme Learning Outcomes

Knowledge and Understanding (K)

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

ID	Learning Outcome	
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K1	Demonstrate a systematic knowledge and explain finance systems, theories and processes, and evaluate the main issues and themes that affect the context and practice of accounting.
K2	Evaluate a range of contemporary business and management issues in relation to accounting and finance, including decision analysis, performance measurement and management control.
К3	Apply and analyse the principles of management relating to customer service and markets, people in business organisations, the sources and uses of finance, and the logistics and operations of a business.
K4	Analyse contemporary theories and empirical evidence concerning financial management, risk, corporate governance and the operation of global capital markets.

Analysis and Criticality (C)

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

ID	Learning Outcome		
C1 Create, evaluate, and assess options to enable effective problem solving and decision-making.			
C2	Investigate a contemporary business challenge or topic, undertaking primary research to draw a conclusion based on the evidence uncovered.		
C3 Locate, extract, and analyse data from multiple sources, including annual recash flow analysis and other financial data.			

Application and Practice (P)

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

ID	Learning Outcome	
P1	Undertake tax planning, investment, financing and dividend policy decision making, applying practical skills to internal and external audit of both profit and non-profit organisations.	
P2 Prepare, analyse and interpret financial statements and reports and produce projections based on these.		
P3	Demonstrate a practical knowledge of and apply the major theoretical tools of business and finance within a range of contexts.	

Transferable skills and other attributes (T)

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

ID	Learning Outcome
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T1	Evaluate critically arguments and evidence through the use of information and communication technology (ICT).
T2	Display a range of personal and interpersonal skills, including the capacity for continuous learning, taking initiatives, performing to deadlines, and working in a team.
Т3	Process and analyse numerical and statistical information to draw a reasoned conclusion based on the evidence.
T4 Communicate effectively and persuasively in all forms, with particular refe the presentation of qualitative and quantitative information and data.	

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 acquired knowledges and skills by demonstrating reasonable knowledge and understanding of, and an ability to use, current technical language to describe practices of accounting and an ability to apply them in straightforward structured situations from given data generated for the purpose(K). Graduates will have a reasonable knowledge of some of the contexts in which accounting operates (K1). They will have reasonable accuracy, record and summarise straightforward transactions and other economic events and prepare financial statements complying in outline with relevant regulatory requirements (P1). Graduates will be able to demonstrate reasonable knowledge and understanding of theories and empirical evidence concerning the effects of accounting in at least one of its contexts (K1). Leadership and creativity will be fostered and learners will develop an innovative approach to problem-solving (C1-C4, T1-5).

4. Entry Requirements

The University's <u>general entry requirements</u> will apply to admission to this programme with the following additions / exceptions:

1. 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 <u>accreditation of prior learning</u> (APL) process.

5. Programme Structure

Pathway 1: BSc (Hons) Finance and Accounting

Level	Modules (Code, Title and Credits)	Exit Awards
Foundation Year ¹	Core modules: FY026 Preparing for Success: Knowledge and Creativity (zero credits) FY027 Preparing for Success: Self Development and Responsibility (zero credits) FY021 Introduction to Business Studies (zero credits) FY028 Inquiry Based Learning (zero credits) Option modules: No option modules are available at this level. Opportunity modules: No Opportunity modules are available at this level.	N/A. No credit is awarded at this Level.
Level 4	Core modules: BAM4007 Management Accounting (20 credits) BAM4008 Financial Accounting (20 credits) BAM4009 Business and Technology (20 credits) BAM4010 Computerised Accounting (20 credits) BAM4012 Global Business and Sustainability with Academic Skills (20 credits) BAM4013 Introduction to Data and Analytics (20 credits) Option modules: No option modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	Certificate of Higher Education, awarded on achievement of 120 credits at Level 4

¹ Modules on the Foundation Year only apply to learners who are enrolled on the "with Foundation Year" programme.

	Opportunity modules: No opportunity modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	
Level 5	Core modules: BAM5007 Advanced Management Accounting (20 credits) BAM5008 Financial Management (20 credits) BAM5010 Financial Reporting, I (20 credits) BAM5023 Introduction to UK Taxation (Personal Tax) (20 credits) BAM5024 Responsible Enterprise and Ethical Research (20 credits) LAW5030 Business Law and Practice (20 credits) Option modules: No option modules are available at this level due to professional bodies accreditation and exemptions mapping requirements Opportunity modules: No opportunity modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	Diploma of Higher Education, awarded on achievement of 240 credits, including a minimum of 120 credits at Level 5
Level 6	Core modules: BAM6007 Financial Reporting II (20 credits) BAM6012 International Finance (20 credits) BAM6013 UK Taxation (Corporation Tax) (20 credits) BAM6014 Independent Professional Project (40 credits) BAM6024 International Auditing (20 credits) Option modules: No option modules are available at this level due to professional bodies accreditation and exemptions mapping requirements Opportunity modules:	Ordinary Degree, awarded on achievement of 300 credits, including 60 credits at Level 6 and 120 credits at each of Levels 4 and 5 Honours Degree, awarded on achievement of 360 credits, including 120 credits at each of Levels, 4, 5 and 6

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No opportunity modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	

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) Finance and Business

Level	Modules (Code, Title and Credits)	Exit Awards
Foundation Year ¹	Core modules: FY026 Preparing for Success: Knowledge and Creativity (zero credits) FY027 Preparing for Success: Self Development and Responsibility (zero credits) FY021 Introduction to Business Studies (zero credits) FY028 Inquiry Based Learning (zero credits) Option modules: No option modules are available at this level.	N/A. No credit is awarded at this Level.
Level 4	Opportunity modules: No Opportunity modules are available at this level. Core modules: BAM4007 Management Accounting (20 credits) BAM4008 Financial Accounting (20 credits)	Certificate of Higher Education, awarded on achievement of 120 credits at Level 4
	BAM4009 Business and Technology (20 credits) BAM4010 Computerised Accounting (20 credits) BAM4012 Global Business and Sustainability (20 credits) BAM4013 Introduction to Data and Analytics (20 credits) Option modules:	

	No option modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	
	Opportunity modules: No opportunity modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	
Level 5	Core modules: BAM5007 Advanced Management Accounting (20 credits) BAM5008 Financial Management (20 credits) BAM5009 Consulting in Practice (20 credits) BAM5010 Financial Reporting, I (20 credits) BAM5024 Responsible Enterprise and Ethical Research (20 credits) LAW5030 Business Law and Practice (20 credits) Option modules: No option modules are available at this level due to professional bodies	Diploma of Higher Education, awarded on achievement of 240 credits, including a minimum of 120 credits at Level 5
	Opportunity modules: No opportunity modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	
Level 6	Core modules: BAM6006 Sustainable Strategic Agility and Innovation (20 credits) BAM6007 Financial Reporting II (20 credits) BAM6008 Corporate Governance and Ethics (20 credits) BAM6012 International Finance (20 credits) BAM6014 Independent Professional Project (40 credits) Option modules: No option modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	Ordinary Degree, awarded on achievement of 300 credits, including 60 credits at Level 6 and 120 credits at each of Levels 4 and 5 Honours Degree, awarded on achievement of 360 credits, including 120 credits at each of Levels, 4, 5 and 6
	Opportunity modules:	

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No opportunity modules are available at this level due to professional bodies accreditation and exemptions mapping requirements	

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.

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 groups.

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 learner 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 Finance 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. 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 and workshops 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 and professional level.

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 finance and 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 learners and tutors, rather it is seen as an additional resource in the forms of:

Peer support – facilitated using 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 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 notes, seminar activities, module guides, seminar readings, assessment guidelines, reading list etc.

Assessment

Various learning and assessment methods and strategies are deployed to ultimately guide learners toward a greater autonomy and self-reliance in conducting their practice by the end of their studies in Level 6. Both formative and summative assessment take place in all levels – formative assessments are valuable in their generation of feedforward that learners can utilise in developing, refining and completing their assignment work for summative submission at the end of their modules. Summative assessment recognises and articulates learner achievement and validates their learning and progression on the programme

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

Essay/Report/Exams 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(individual/group) will permit learners to demonstrate their knowledge through effective verbal communication skills, and to demonstrate sensitivity to contextual and interpersonal factors

The Structured Independent Work 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 learners and course administration
- Central learner services, including teams supporting academic skills development, career success, learner finance, accommodation, chaplaincy, disability and counselling
- Support from the Bucks Learners' Union, including the Learners' Union Advice Centre which offers free and confidential advice on University processes.

9. Programme monitoring and review

BNU has a number of 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 learner 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 / Apprenticeship Standard:		erstanding (K) (C				Ana (C)	lysis	and C	ritica	lity		licatio ctice (on an (P)	d				ble s ibute:	kills a s (T)	nd
Benchmark / Standard requirement	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	Т3	T4	T5
QAA Subject Benchmark Statement 2019: Accounting / Finance																				
Demonstrate a reasonable appreciation of the nature of the context and institutional framework in which finance operates	Х	X	Х	Х		Х	Х	Х			Х	X				Х	Х	Х	Х	
Demonstrate reasonable knowledge of some of the contexts in which accounting operates	Х	Х	Х	Х		Х	Х	Х			Х	Х				Х	Х	Х	Х	
Demonstrate reasonable knowledge and understanding of, and an ability to use, current technical language to describe practices of accounting and an ability to apply them in straightforward structured	Х	Х	Х	х		Х	х	х			Х	Х				х	х	х	х	

Subject Benchmark Statement / Apprenticeship Standard:			lge ai andin	nd g (K)		Ana (C)	lysis	and C	ritica	lity		lication (tice (on an (P)	d				ble s ibute:	kills a s (T)	ind
Benchmark / Standard requirement	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	Т3	T4	T5
QAA Subject Benchmark Statement 2019: Accounting / Finance																				
situations from given data generated for the purpose																				
Demonstrate a reasonable knowledge of the main theories used in finance and a reasonable ability to apply them in straightforward structured situations from given data generated for the purpose reveal a reasonable ability to interpret financial data and carry out straightforward statistical and financial analysis	X	X	X			X	X	X			X	X				X	X	X	X	
Demonstrate an understanding of the financial needs of business entities, a reasonable appreciation and understanding of how theory and evidence may be used	X	Х	Х	Х		X	Х	Х			Х	X				X	X	X	X	

Subject Benchmark Statement / Apprenticeship Standard:			lge ai andin	nd g (K)		Ana (C)	lysis	and C	Critica	ılity		lication ctice (d				ble s ibute		ınd
Benchmark / Standard requirement	K1	K2	К3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	Т3	T4	T5
QAA Subject Benchmark Statement 2019: Accounting / Finance																				
to guide practice; the workings of capital markets; the relationship between risk and return; and the nature and use of financial derivatives																				
Demonstrate a reasonable understanding of the principles of personal investment	Х	Х	Х	Х		Х	Х	Х			Х	Х				Х	Х	Х	Х	
Demonstrate a reasonable ability to use and interpret the information in financial statements	Х	Х	Х	Х		Х	Х	Х			Х	Х				Х	Х	Х	Х	
With reasonable accuracy, record and summarise straightforward transactions and other economic events and prepare financial statements complying in	Х	X	Х	Х		Х	Х	Х			X	Х				Х	Х	Х	Х	

Subject Benchmark Statement / Apprenticeship Standard:		derstanding (K)					lysis	and C	ritica	lity		lication (tice (d				ble s ibute:		nd
Benchmark / Standard requirement QAA Subject Benchmark Statement 2019: Accounting / Finance	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	Т2	Т3	T4	Т5
outline with relevant regulatory requirements																				
Analyse the operations of a business and perform straightforward financial analyses and projections; and demonstrate a reasonable awareness of the contexts in which accounting data and information is processed and provided within a variety of organisational environments, and the relationships with other systems providing information in organisations	X	X	X	X		X	X	X			X	X				X	X	X	X	
Demonstrate reasonable knowledge and understanding of theories and empirical evidence concerning the effects of	Х	Х	Х	Х		Х	Х	Х			X	Х				X	Х	Х	Х	

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Subject Benchmark Statement / Apprenticeship Standard:		nderstanding (K)					lysis	and C	ritica	llity		lication ctice (d				ble s ibute:	kills a s (T)	nd
Benchmark / Standard requirement QAA Subject Benchmark Statement 2019: Accounting / Finance	K1	K2	К3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	Т2	Т3	T4	Т5
accounting in at least one of its contexts																				

Mapping of Programme Learning Outcomes to Modules

Programme Learning Outcome			ge an nding			Ana (C)	lysis	and C	ritica	lity	App (P)	licatio	on an	d Pra	ctice			ble sl		nd
Module Code (Core)	K1	K2	К3	K4	K5	C1	C2	СЗ	C4	C 5	P1	P2	Р3	P4	P5	T1	T2	Т3	T4	T5
Level 4																				
Financial Accounting	Χ	Χ	Χ			Х	Х	Х			Χ	Х				Х	Χ	Х	Х	
Management Accounting	Χ	Χ	Χ			Χ	Х	Х			Χ	Χ				Х	Х	Χ	Χ	
Computerised Accounting	Χ	Χ	Х			Х	Х	Х			Х	Х				Х	Х	Х	Χ	
Business and Technology	Х	Χ	Х			Х	Х	Х			Х	Х				Х	Х	Х	Χ	
Data Insight for Business Decisions	Х	Х	Х			Х	Х	Х			Х	Х				Х	Х	Х	Х	
Global Business and Sustainability with Academic Skills	Х	Х																		
Level 5																				
Advance Management Accounting	Х	Х	Х			Х	Х	Х			Х	Х				Х	Х	Х	Х	
Financial Management	Х	Χ	Х			Х	Х	Х			Х	Х				Х	Х	Х	Χ	
Financial Reporting I	Χ	Χ	Х			Х	Х	Х			Χ	Х				Х	Х	Х	Χ	
Research Methods	Х	Χ	Х			Х	Х	Х			Х	Х				Х	Х	Х	Χ	
Introduction to UK Tax	Χ	Χ	Х			Х	Х	Х			Χ	Х				Х	Х	Х	Χ	
Business Law & Practice	Х	Χ	Χ			Χ	Х	Х			Х	Х				Х	Χ	Χ	Χ	
Level 6		_																		
International Finance	Χ	Χ	Χ			Χ	Χ	Х			Χ	Х				Х	Χ	Χ	Χ	

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Programme Learning Outcome			ge an Inding			Ana (C)	lysis	and C	Critica	lity	App (P)	licatio	on an	d Pra	ctice			ble s ibute	kills a s (T)	ınd
Module Code (Core)	K1	K2	К3	K4	K5	C1	C2	СЗ	C4	C 5	P1	P2	Р3	P4	P5	T1	T2	Т3	T4	T5
International Auditing	Х	Χ	Х			Χ	Χ	Χ			Χ	Χ				Х	Χ	Χ	Х	
Financial Reporting II	Х	Х	Χ			Χ	Х	Х			Х	Х				Х	Χ	Х	Х	
Corporation Taxation	Х	Х	Х			Χ	Х	Х			Х	Х				Х	Х	Х	Х	
Independent Prof. Project	Х	Х	Х			Χ	Χ	Χ			Χ	Χ				Χ	Х	Χ	Χ	
Corporate Governance & Ethics	Х	Х	Х			Х	Х	Х			Х	Х				Х	Х	Х	Х	
Sustainable Strategic Agility	Х	Х	Х			Х	Х	Х			Х	Х				Х	Х	Х	Х	