

PROGRAMME SPECIFICATION

1. Key Information

Programme Title:	BA (Hons) Events Management BA (Hons) Events Management with Foundation Year
Awarding Institution:	Buckinghamshire New University
Teaching Institution(s):	Buckinghamshire New University
Subject Cluster:	Music
Award Title (including separate Pathway Award Titles where offered):	BA (Hons) Events Management BA (Hons) Music and Live Events Management
Pathways (if applicable)	Music and Live Events Management
FHEQ level of final award:	6
Other award titles available (exit qualifications):	Certificate of Higher Education Diploma of Higher Education BA Music Management (or relevant pathway)
Accreditation details:	
Length of programme:	3 or 4 years with Foundation
Mode(s) of Study:	Full time
Mode of Delivery:	In person (on-site) delivery
Language of study:	English
QAA Subject Benchmark(s):	Events, hospitality, events, sports, and tourism (2019)
Other external reference points (e.g. Apprenticeship Standard):	
Course Code(s):	BAEVENFT / BAEVENFY
UCAS Code(s):	
Approval date:	01 December 2022
Date of last update:	

2. Programme Summary

The Event Management programme aims to ensure learners will graduate understanding the roles and responsibilities associated with the management and operation in every aspect of the event and entertainment industry and with the economics, logistics and information flow that sustain it.

In the first year, learners will learn about the basic structures of the various types of events, such as conferences, exhibitions, festivals, sport events and the entertainment and experience industry as whole; details of how events are planned and organised professionally and about marketing and promotion of various types of events. Learners will also learn about core

management skills, both of themselves in ways that will develop sustainable careers and of artists, of venues, and of companies. Finally, learners will complete their first year of study by learning the art of public relation (PR) as well as risk assessment and knowledge of various legislations required by the government in order to operate in the event industry safely and responsibly.

In the second year, the 'doing' year, learners will be engaged on a real-life, real-time production of a small, medium and large-scale event and, with support from staff and from teaching across all modules, will learn the skills necessary to translate business ideas into practice. This year will foster and develop communication and interpersonal skills, problem-solving in real time, pressurised situation and skills relating to the evaluation of, and reflection upon performance.

The final year will focus on an individual project where analytical, synthetic and research skills will be developed. Individual and independent learning will be the key learning styles this year, supported by modules that look at the strategic and long-term thinking that informs the industry.

The course is distinct due to the hands-on experience of the teaching staff as well as their research informed approach in preparation of the teaching materials and the many mobility volunteering opportunity that are available to learners. Another established feature of the course is the ability of learners to interact with senior professionals working in the event and entertainment sector in form of guest speakers in addition to industry experts working as associate lecturers within the teaching team which bring different cultural perspectives as well as up to date global dimension to learners' knowledge.

The programme is designed to instil a strong employability strategy in making this is a very practical course with an embedded focus on employability, with specific focus on Events, Entertainments and associated industries. The programme is taught by full-time staff with a varied and complementary range of corporate and business events, sport events, festivals and live music, management in areas of venue management, event planning, concert promoting, event production with expertise to provide a 'Hands-on' practical live production experience.

3. Programme Aims and Learning Outcomes

Programme Aims

This programme aims to:

1. Provide learners with a comprehensive grounding in the operational and management knowledge and skills required by employers in the events and entertainment industry
2. Provide an inclusive, current and versatile curriculum of study which reflects the needs of the events and entertainment industry and the challenges presented by an industry going through considerable and ongoing transformation
3. Prepare learners for employment, self-employment or for postgraduate study by fostering an environment in which learners are encouraged to: Develop academic skills; Challenge knowledge; Apply theory to practise; Develop critical awareness; Analysis and reasoning; Solve problems; Synthesise and evaluate information and engage in research
4. Enable graduates to meet the changing demands of employment through the acquisition and development of a wide range of personal and transferrable skills that are required by employers in the events and entertainment industry
5. Develop enterprise and entrepreneurial skills which enable learners to deal with complexity and uncertainty

6. Develop the confidence and academic skills of learners enabling them to become active and autonomous learners and critical thinkers
7. Encourage learners to reflect upon their studies and take responsibility for their own learning and continued professional development
8. Enhance the learner experience and employment opportunities through engagement with event and entertainment industry experts and partners.

Programme Learning Outcomes

Knowledge and Understanding (K)

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

ID	Learning Outcome
K1	Demonstrate a systematic understanding of the principles and practice of the planning and management of various types of events
K2	Express coherent and detailed knowledge of the concepts and characteristics of events and entertainment business and the appropriate approach to its management as an area of academic and applied study
K3	Show a broad contextual knowledge including the relationship to wider historical, cultural and social practices, contemporary issues and phenomena
K4	Demonstrate an understanding of the dynamic nature of the event and entertainment industries
K5	Explore and challenge associated scholarship, research or practice.

Analysis and Criticality (C)

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

ID	Learning Outcome
C1	Critically evaluate the approaches to managing the development of the event industry
C2	Demonstrate the ability to work both individually, and as an effective member of a team, to create, plan and successfully execute different types of events
C3	Evaluate and reflect upon on relevant and emerging legislation, practices, and supporting technologies that are being applied directly to the music and entertainment industries
C4	Analyse and reflect on the different cultural and business concepts, intercultural an international dimension of events and festivals.
C5	Apply skills of critical analysis, logical thinking, creative imagination and independent judgement to support responsible decision-making and research.

Application and Practice (P)

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

ID	Learning Outcome
P1	Apply acquired techniques, knowledge, and understanding to engage with entrepreneurial approaches to the event and entertainment industries.

P2	Demonstrate accomplishment in domains including sustainable event management, event technology, independent research and strategic management as appropriate
P3	Synthesise knowledge and understanding of strategic event management concepts and theory in order to apply them within an event industry context.
P4	Demonstrate the ability to organise, deliver and evaluate a broad range of events adhering to legislation and management theory
P5	Critically evaluate the challenges confronting the event and entertainment industries in a global context.

Transferable skills and other attributes (T)

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

ID	Learning Outcome
T1	Critically evaluate arguments, assumptions, abstract concepts, and data to make judgements and to frame appropriate questions and propose solutions to problems
T2	Apply creative and innovative approaches that are evidenced through multiple solutions and reflective processes
T3	Apply entrepreneurial solutions to events and entertainment industry issues and problems
T4	Evaluate issues and make decisions in situations of ambiguity, uncertainty and risk
T5	Demonstrate resilience in developing and sustaining a career path, taking account of personal health and welfare

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 acquisition of critical knowledge of the principles of planning and approach to its effective management as well as its relationship to wider historical, cultural, and social practices, contemporary issues, and phenomena (K1-5, C1, C3, C4). Graduate attributes are further established by gaining ability to critically evaluate the challenges confronting the event and entertainment industries in a global context and apply innovative approaches that are evidenced through multiple solutions and reflective processes (P1-P5). Transferable skills and practical experience, including strong communication, leadership abilities, ethics, safeguarding and risk management will be developed through pedagogic, and real work experience where learners will be given opportunity and support to plan and run their own events (C4, K3, T3, T4, T5, P1). Project work and other coursework will foster a spirit of enquiry and critical analytical and synthesis skills (T1, T2, P5).

4. Entry Requirements

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

- Learners must have a strong GCSE profile, including English and Maths at Grade C, or equivalent. Other qualifications, including overseas, may be considered. Applicants for whom English is a second language should have achieved IELTS 6 or equivalent for entry into Level 4.

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

Parent Course

BA Events Management

Level	Modules (Code, Title and Credits)	Exit Awards
Foundation Year	<p>Core modules: FY026 - Preparing for Success Knowledge and Creativity FY027 - Preparing for Success Self-development and Responsibility FY028 - Inquiry Based Learning FY014 - Introduction to Music Management, Production and Performance</p> <p>Option modules: No option modules are available at this level.</p> <p>Opportunity modules: No Opportunity modules are available at this level.</p>	N/A. No credit is awarded at this Level.
Level 4	<p>Core modules: PER4009 Entertainment Industry Framework (20 credits) PER4007 Event Planning and Practice (20 credits) PER4011 Managing Your Brand (20 credits) PER4010 Principles of Marketing (20 credits) PER4012 Risk, Legislation and Licencing (20 credits)</p> <p>Option modules: No option modules are available at this level.</p> <p>Opportunity modules: You must choose 2 x 10 credit Level 4 Opportunity modules from the Opportunity module catalogue www.bnu.ac.uk/oppmodes</p>	Certificate of Higher Education, awarded on achievement of 120 credits at Level 4
Level 5	<p>Core modules: PER5027 Event Tourism and Hospitality (20 credits)</p>	Diploma of Higher Education, awarded on achievement of 240

	<p>PER5026 Live Event Management and Experience Design (20 credits) PER5030 Research Methods (20 credits)</p> <p>Option modules: Choose modules to the total of 40 credits: PER5024 Fan Cultures (20 credits) PER5028 Private Party Planning (20 credits) PER5029 Sport Events Management (20 credits) PER5023 Venue Management and Concert Promotion (20 credits)</p> <p>Opportunity modules: In addition, you must choose 2 x 10 credit Level 5 Opportunity modules from the Opportunity module catalogue www.bnu.ac.uk/oppmodes</p>	<p>credits, including a minimum of 120 credits at Level 5</p>
<p>Level 6</p>	<p>Core modules: PER6045 Leadership in Events Management (20 credits) PER6041 Strategic Corporate Event Management (20 credits) PER6035 Dissertation (40 credits)</p> <p>Option modules: Choose modules to the total of 40 credits: PER6042 Digital Marketing (20 credits) PER6043 Industry Issues (20 credits) PER6040 Mosh Pit Politics (20 credits) Placement Practice (20 credits)</p> <p>Opportunity modules: No Opportunity modules are available at this level.</p>	<p>Ordinary Degree, awarded on achievement of 300 credits, including 60 credits at Level 6 and 120 credits at each of Levels 4 and 5</p> <p>Honours Degree, awarded on achievement of 360 credits, including 120 credits at each of Levels, 4, 5 and 6</p>

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 One

BA Music and Live Events Management

Level	Modules (Code, Title and Credits)	Exit Awards
Foundation Year¹	<p>Core modules: FY026 - Preparing for Success Knowledge and Creativity FY027 - Preparing for Success Self-development and Responsibility FY028 - Inquiry Based Learning FY014 - Introduction to Music Management, Production and Performance</p> <p>Option modules: No option modules are available at this level.</p> <p>Opportunity modules: No Opportunity modules are available at this level.</p>	N/A. No credit is awarded at this Level.
Level 4	<p>Core modules: PER4009 Entertainment Industry Framework (20 credits) PER4007 Event Planning and Practice (20 credits) PER4011 Managing Your Brand (20 credits) block 2 PER4010 Principles of Marketing (20 credits) block 1 PER4012 Risk, Legislation and Licencing (20 credits)</p> <p>Option modules: No option modules are available at this level.</p> <p>Opportunity modules: You must choose 2 x 10 credit Level 4 Opportunity modules from the Opportunity module catalogue www.bnu.ac.uk/opmodules</p>	Certificate of Higher Education, awarded on achievement of 120 credits at Level 4
Level 5	<p>Core modules: PER5026 Live Event Management and Experience Design (20 credits) PER5020 The Music Entrepreneur (20 credits)</p>	Diploma of Higher Education, awarded on achievement of 240

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

	<p>PER5030 Research Methods (20 credits)</p> <p>Option modules: Choose modules to the total of 40 credits: PER5024 Fan Cultures (20 credits) PER5022 Music Publishing (20 credits) Music Publishing (Placement) (20 credits) PER5029 Sport Events Management (20 credits) PER5023 Venue Management and Concert Promotion (20 credits)</p> <p>Opportunity modules: In addition, you must choose 2 x 10 credit Level 5 Opportunity modules from the Opportunity module catalogue www.bnu.ac.uk/oppmodes</p>	<p>credits, including a minimum of 120 credits at Level 5</p>
<p>Level 6</p>	<p>Core modules: PER6040 Mosh Pit Politics (20 credits) PER6041 Strategic Corporate Event Management (20 credits) PER6035 Dissertation (40 credits)</p> <p>Option modules: Choose modules to the total of 40 credits: PER6046 Creative Strategies (20 credits) PER6042 Digital Marketing (20 credits) Entertainment Law (20 credits) PER6043 Industry Issues (20 credits) PER6045 Leadership in Events Management (20 credits)</p> <p>Opportunity modules: No Opportunity modules are available at this level.</p>	<p>Ordinary Degree, awarded on achievement of 300 credits, including 60 credits at Level 6 and 120 credits at each of Levels 4 and 5</p> <p>Honours Degree, awarded on achievement of 360 credits, including 120 credits at each of Levels, 4, 5 and 6</p>

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

BA (Hons) Event Management and all of its pathways aim to provide a balanced programme of study that equips learners with industry knowledge and experience, academic and cognitive, and critical and transferrable skills, which will create culturally aware, prepared and responsive graduates. The course is underpinned by classroom-based, in-person teaching of current theory, concepts, and research, delivered through a blend of lectures, interactive seminars and workshops, small-group activities and debates and supported at every stage by e-learning material. Throughout the three levels of study learners are encouraged and enabled to form relationships with external partners including local, regional, national and international, to build networks in the longer term and essential vocational knowledge and experience in the shorter term.

Learners are encouraged to become increasingly more independent in their learning as the course progresses. At Level 4, learners are provided with knowledge planning and marketing of an event, and entertainment industries in lectures and undertake related discussion and exercises in seminars and workshops where they receive guidance and support from module tutors. Learners will 'learn to learn' by exploring the basics of enquiry and evidence-based writing as well as inter- and intra-personal skills in leadership and teamwork and are provided the foundation for developing the knowledge and skills required of all elements of the course and for life-long learning. Learners are further introduced to functional tools for working in industry and the initial stimulation of critical, cognitive abilities alongside introductory knowledge of the contemporary issues in the event and entertainment industry and a foundation in psychology, project management and risk and crisis management as well as leadership skills to support effective management of people.

At Level 5, learners are expected to take a more active role in their own learning and future careers, to apply theoretical knowledge and to show deeper understanding as the complexity of the issues covered in modules increases. Applied research becomes interwoven with community-based learning where learners employ the theory to develop, manage and evaluate 'real world' initiatives and projects in a number of modules and place a strong emphasis on continuing professional development, especially through placements. All learners are expected to complete at least 40-hours of work experience/placement activity relevant to their chosen pathway and to reflect on this as part of their continuing professional development. The School of Digital and Creative Industries continuously pursues new partnerships optimising opportunities to enhance the learner experience and promote experiential learning, and these partnerships may be exploited by learners seeking placement opportunities. Also at Level 5, learners will be prepared for their research dissertation, in which they will have the opportunity to draw all conceptual, vocational, and research elements of the course together via a major independent study. Practical management skills are advanced with a focus on the growth and development of pedagogic approaches. As in Level 4, modules are delivered through a blend of lectures, interactive seminars, workshops, small-group activities and debates and are supported by e-learning material with specific learning and teaching approaches determined at modular level.

At Level 6 the focus turns to strategic thinking, leadership abilities, and external environmental factors influencing the industry. The broader approach to teaching and learning at Level 6 is aligned to independent learning and the learners' ability to critically review and analyse, synthesise and evaluate the information at their disposal in order to make informed and self-

assured decisions for a more inclusive and sustainable event and entertainment industry in the world. The aforementioned dissertation provides further opportunity for learners to develop autonomous working practices, where they are challenged to plan, design, execute and disseminate a significant piece of work. Learners will have access to experience supervisors, the library services, and the networks they have developed to help them in this endeavour.

Assessment

As per the teaching and learning strategy, the specific assessment methods are determined at modular level, but are designed to reflect the course aims and learning outcomes, to equip learners with industry knowledge and experience, academic and cognitive, and critical and transferrable skills, which will create culturally aware, prepared and responsive graduates for an inclusive and sustainable event industry. To this end, while there are varied assessments at all three levels, it is predominantly based on coursework and practical assessments and, where possible, is designed to mirror 'real world' event and project management or practical activities, such as designing, planning, managing, and evaluating events initiatives, applying for bids, and funding, appraising policy, legislation, and licencing with reflecting on practice. All modules will include feedforward opportunities and ample time for assessment preparation; feedback on all assessments will place emphasis on progression.

Contact Hours

Learners can expect to receive up to 12 hours of scheduled learning activities per week. This may include lectures, seminars, workshops, practicals' or placement hours. 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 for Events, Hospitality, Leisure, Sport and Tourism \(https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/subject-benchmark-statement-events-leisure-sport-tourism.pdf?sfvrsn=c339c881_11\)](https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/subject-benchmark-statement-events-leisure-sport-tourism.pdf?sfvrsn=c339c881_11) – 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:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
explain, interpret and challenge theories and concepts which are used to understand the origin, purpose, meanings and development of events from a range of critical perspectives	X	X	X	X									X	X	X					
display an insight into the structure of event providers and their sectors, and analyse the political, technological, social, environmental and economic factors which affect, or impact upon, the supply of, and demand for, events	X			X	X			X				X								
analyse and reflect on the different cultural and business concepts, intercultural and international dimensions of events			X					X	X						X		X			
demonstrate a critical awareness and understanding of how core values, for example, ethics, sustainability, creativity, strategy, and continuous improvement, relate to, and are reflected in, events.										X		X			X					

demonstrate a critical awareness and understanding of appropriate domains, including administration, design, operations, marketing and risk, and how they apply to the phases of events, such as initiation, planning, staging of the event and closure and legacy.										X									X	X	
operate and effectively manage resources, including human (paid or volunteer), financial, venue, and subcontracted and technical resources and the development of return-on-investment models							X							X							
display critical knowledge, understanding and application of risk management and the legal, ethical and regulatory frameworks that affect event management, including health and safety considerations and crowd management		X								X				X							X
plan, project manage, produce, stage, analyse and evaluate events, including the procurement of support service provision, the application of new technologies and logistics	X					X	X	X						X						X	
design creative events, including the programming of spectacle, exhibition, ritual, and performance	X						X			X							X				
engage with, contribute to, and produce events based on an acquisition and understanding of appropriate vocabularies, skills, working methods and professional business communications.	X													X							X

analyse the nature, characteristics, needs and expectations of different consumers through applying consumer behaviour theories and concepts and socio-cultural theories			X		X				X		X		X	X					
generate creative ideas/concepts, proposals, pitches and solutions to offer experiences that meet differing needs	X					X								X	X				
analyse and evaluate the quality of the event experience and its impact on the event consumer and/or client and the wider organisation and the practices of coproduction and co-creation					X														
evaluate the importance of cultural and other diversities in developing access to, and participation in, events by specific target groups			X					X									X		
demonstrate an understanding of the ways in which attendees behave at events and within the venue and surrounding destination, in particular crowd management	X													X					
evaluate the legacy and impacts of events in social, economic, environmental, political, cultural, technological and other terms			X		X		X	X											
appreciate the complexities of future scenario planning and the ability to forecast and envisage the future for events through the impact of technological, social,						X	X							X					

environmental, political and economic changes																				
appreciate the ethical and sustainability issues associated with the financial support, operation and development of events											X							X		
write and critique event plans, portfolios and event strategies, which recognise and meet the needs of specific stakeholders																				
critically reflect upon the role of those organisations and structures charged with a responsibility for the promotion or the training of practitioners in events					X							X					X			
demonstrate a critical awareness and appreciation of existing and emerging standards, policies, initiatives, frameworks and contemporary issues					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	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
Level 4																					
Principle of Marketing	x	x	x	x	x			x	x	x			x		x	x	x	x		x	
Event Planning and Practice	x	x		x		x	x	x	x	x			x	x			x	x	x	x	
Event and Entertainment industry		x	x	x		x		x	x		x	x			x	x		x			x
Brand and PR Management		x	x	x	x			x		x	x		x		x	x	x	x		x	
Risk, Legislation and Licencing	x				x	x	x	x		x		x		x	x	x	x	x		x	
Level 5																					
Event Tourism and Hospitality		x	x	x				x	x			x	x					x	x	x	x
Live Event Management and experience design	x				x		x			x	x			x				x		x	x
Research Methods			x		x			x		x				x			x				
The Music Entrepreneur	x	x	x	x													x	x	x	x	x
Level 6																					
Strategic Corporate Event Management	x	x			x	x		x		x		x	x		x	x	x	x		x	
Dissertation			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)				
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
Mosh Pit Politics	x	x	x	x		x	x		x			x	x							