

PROGRAMME SPECIFICATION – BA (Hons) Business Management and BA (Hons) Business Management Specialist Awards

1.	Awarding institution/body	University of Worcester
2.	Teaching institution	University of Worcester
3.	Programme accredited by	N/A
4.	Final award	BA (Hons)
5.	Programme title	BA (Hons) Business Management BA (Hons) Business Management Specialist Awards
6.	Pathways available	BA (Hons) Business Management: Single, Major, Joint, Minor pathways BA (Hons) Business Management Top-up Award BA (Hons) Business Management Specialist Awards: Single Honours pathway only
7.	Mode and/or site of delivery	Taught modules
8.	Mode of attendance	FT, SW, PT
9.	Pathway	UCAS Code
	Business Management	N200
	Business Management Direct Entry at Level 6	N20A
	Business, Accountancy & Economics	NLC1
	Business, Accountancy & Human Resource Management	NNC6
	Business, Accountancy & Marketing	NNC5
	Business, Advertising & Human Resource Management	NN56
	Business, Advertising & Public Relations	NP52
	Business, Economics & Finance	NL11
	Business, Entrepreneurship & Advertising	NN1M
	Business, Entrepreneurship & Management	NN12
	Business, Entrepreneurship & Marketing	NN1N
	Business, Finance & Accountancy	NN1K
	Business, Finance & Business Law	N479
	Business, Finance & Marketing	NN1M
	Business, Human Resource Management & Business Law	N693
	Business, Human Resource Management & Public Relations	NP62
	Business, Leadership & Entrepreneurship	NN19
	Business, Leadership & Human Resource Management	NND6
	Business, Information Systems & Human Resource Management	N624
	Business, Leadership & Management	NNC2
	Business, Management & Accountancy	NN24
	Business, Management and Business Law	N462
	Business, Management & Economics	NL21
	Business, Management & Finance	NN1H
	Business, Management & Human Resource Management	NN26
	Business, Management & Information Systems	N139
	Business, Management & Marketing	NN2M

	Business, Marketing & Advertising	NND5
	Business, Marketing & Business Law	N446
	Business, Marketing & Human Resource Management	NN1P
	Business, Marketing & Information Systems	N782
	Business, Marketing & Public Relations	NPC2
10.	Subject Benchmark statement and/or professional body statement	QAA Subject Benchmark Statement - Business and Management 2015
11.	Date of Programme Specification preparation/ revision	December 2012; updated October 2013; updated January 2014; amendment for Joint Hons April 2014; August and October 2014 – amendment to regulations. May 2015 – addition of Information Systems pathway on Specialist Awards approved by ARC. August 2015 updating NSS and graduate destination details. September 2015 updated to include the Taught Courses Regulatory Framework and Personal Academic Tutoring. October 2015 – new QAA Subject benchmarks and update to Section 16 in light of QAA changes. January 2016 – updated to include module amendments. August 2016 – updating of option modules in Appendix 1. October 2016 – addition to section 15 regarding assessment

12. Educational aims of the programme

The Programme aims to develop the learner's understanding of organisations, the external environment in which they operate and how they are managed. It seeks to develop skills appropriate, but not restricted to, graduate careers in business with the potential for management positions and general employability, including self-employment. In particular, the purpose of the programme is to provide students with:

1. A broad and highly integrated study of organisations and of their strategy, behaviour and management in the changing global environment in which they operate
2. Access to a future-oriented, coherent, balanced and comprehensive portfolio of modules with the flexibility to develop interests in chosen business specialisms
3. An understanding of sustainable and ethical approaches to business practice and procedures and the skills to enable them to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy
4. A supportive and stimulating learning environment which is intellectually challenging and develops analytical and critical abilities
5. Opportunities to engage in work-based experiential learning as an integral part of the programme

6. Learning experiences which support the development of transferable skills and competencies and an appreciation of working in a diverse and multi-cultural environment
7. Enhancement of lifelong learning skills and personal development to support employability, career aspirations and an effective contribution to society

13. Intended learning outcomes and learning, teaching and assessment methods

Knowledge and understanding of:	Examples of learning, teaching and assessment methods used:
<p>a) <u>Organisations</u>: The internal aspects, functions and processes of organisations including their diverse nature, purposes, structures, size/ scale, governance, operations and management, together with the individual and corporate behaviours and cultures which exist within and between different organisations and their influence upon the external environment (BUSM1029, BUSM1039, BUSM3019) with particular reference to:</p> <ul style="list-style-type: none"> • People: leadership, management and development of people and organisations including the implications of the legal context (BUSM1039, BUSM1049, BUSM2119, BUSM3119). • Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values (BUSM1039, BUSM2119, BUSM3029, BUSM3029). • Information systems and business intelligence: the development, management, application and implementation of information systems and their impact upon organisations (BUSM1539, BUSM 1549, BUSM2519). • Communications: the comprehension and use of relevant communications for application in business and management, including the use of digital tools (BUSM1619, BUSM1814, BUSM2388, COMP2381, BUSM3469). • 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 (BUSM1619, BUSM1814, BUSM2388, COMP2381, BUSM3469). • 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 (BUSM2025, BUSM3025, BUSM2819, BUSM3439, BUSM3819). 	<ul style="list-style-type: none"> • A programme of structured lectures, interactive seminars, group work sessions, individual tutorials and VLE support • The researching and writing of assignments and subsequent oral and written feedback • In-depth, self-directed research and tutorial guidance and discussion • 'Real-world' settings and scenarios experienced via case studies, guest speaker inputs, company visits, work based learning, work placement • A variety of assessment vehicles including skills audits, briefing papers, portfolios, critiques, reflective summaries, group work, research tasks, blogs and computerised tests, open and closed book examinations, oral presentations, campaigns and agency pitches. • Complementarity across selected modules • The Business Project module at L6 requires students to engage and comment on particular aspects of current research according to the nature of the module taken

b) 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 with particular reference to:

- Markets: the development, access and operation of markets for resources, goods and services (BUSM1029, BUSM1039, BUSM2539, BUSM3029).
- Customers: management of customer expectations, relationships and development of service excellence (BUSM2419, BUSM3629).
- Social responsibility: the need for individuals and organisations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues (BUSM2039, BUSM3039, BUSM3559).

c) 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 with particular reference to:

- Marketing and sales: different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design (BUSM1039, BUSM1814, BUSM2439, and BUSM3619).
- 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 (BUSM1029, BUSM2519, BUSM3559).
- Operations: the management of resources, the supply chain, procurement, logistics, outsourcing and quality systems (BUSM2319, BUSM3019).
- Business policy and strategy: the development of appropriate policies and strategies within a changing environment to meet stakeholder interests, and the use of risk

<p>management techniques and business continuity planning to help maximise achievement of strategic objectives (BUSM2039, BUSM2319, BUSM3019).</p>	
<p>Skills of particular relevance to business and management:</p>	<p>Examples of learning, teaching and assessment methods used:</p>
<ul style="list-style-type: none"> • People management: to include communications, team building, leadership and motivating others. • Problem solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions. • 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. • 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. • Innovation, creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit intellectual property, gain support, and deliver successful outcomes. • Numeracy: the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena. • Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business <p>All modules have 'in-built' employability skills designated in their respective module outlines</p>	<ul style="list-style-type: none"> • All modules encourage learners to engage in discussion of key issues and application of key concepts. • Higher order critical skills (eg the ability to evaluate evidence, arguments and assumptions to reach sound judgements) are encouraged not only at level 6, but also at levels 4 and 5 (with additional tutor support in line with UW's Curriculum Design Policy) • An integrated approach requiring students to work across subject disciplines (eg realistic problem-based tasks in BUSM1019, organisational diagnosis in BUSM3019, global strategic analysis in BUSM3029) • Case study work offers students the opportunity to engage in problem solving and complex issues • Mandatory modules used to address problem solving and decision making (eg BUSM1019), sensitivity to diversity (eg BUSM3019, BUSM3029), social responsibility (eg BUSM2039) set in a context of change (eg BUSM3029, BUSM3039).
<p>Other generic skills and attributes:</p>	<p>Examples of learning, teaching and assessment methods used:</p>
<ul style="list-style-type: none"> • Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence. • Ability to work with people from a range of cultures. • Articulating and effectively explaining information • Building and maintaining relationships. 	<ul style="list-style-type: none"> • Faculty librarian runs sessions on availability of and access to information sources in mandatory level 4 module BUSM1019 (and others) • Opportunities via the course and support sessions to help students develop skills in PowerPoint, internet research, e-mailing, Excel, project management

<ul style="list-style-type: none"> • Communication and listening including the ability to produce clear, structured business communications in a variety of media. • Emotional intelligence and empathy. • Conceptual and critical thinking, analysis, synthesis and evaluation. • Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-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. <p>All modules have 'in-built' employability skills designated in their respective module outlines</p>	<ul style="list-style-type: none"> • All modules include opportunities for group discussions. Some modules include group assessments • All mandatory modules (at least) include learning outcomes which require students to use an appropriate range of academic, business or practical sources • Research-based knowledge, understanding and critical appreciation is assessed through the Business Project. • Work based experiential learning opportunities are provided at Levels 5 and 6 via BUSM2069 and BUSM3069 Consultancy Project and the optional work placement year. Student who wish to take the placement year are directed to the 15-credit module at L5, BUSM2089 Preparing for Placement. • Commercial awareness is embedded throughout the programmes and is particularly explicit in mandatory modules BUSM1019, BUSM1029, BUSM1039, BUSM3019 and BUSM3029.
<p>Transferable/key skills:</p>	<p>Examples of learning, teaching and assessment methods used:</p>
<ul style="list-style-type: none"> • Engage in reflective activities to increase self-awareness and self-efficacy • Effective self-management (time, planning, motivation, initiative and enterprise). • Personal development and responsibility, including in complex and unpredictable circumstances, together with the learning ability needed to undertake appropriate further training of a professional or equivalent nature. • Effective oral and written communication • Interpersonal and team working skills. • Numeracy and quantitative skills. • Participate in activities to develop leadership competence • Apply creative and innovative approaches and techniques to solve problems <p>All modules have 'in-built' employability skills designated in their respective module outlines</p>	<ul style="list-style-type: none"> • Group oral presentations and written assessments in a variety of formats (report, critique) are used to develop oral and written communications • Self-management skills are experienced through meeting assignment submission deadlines, working with others, and personalised assessment opportunities where students may choose a topic, case study or specific organisation or business sector as the basis for assessment • Personal development is introduced at Level 4 in BUSM1019 and underpins the exit module BUSM3019. It is encouraged throughout the course via the academic tutor support system, online resources for PDP and employability, overseas exchange and Elective module choices at Levels 4 and 5. • Examinations are included at all levels, partly to retain and develop examination techniques for students wishing to pursue professional qualifications post-degree • Interpersonal and team-working skills are experienced via group activities and assessments • Creative and innovative approaches are encouraged in a range of modules through realistic business problem solving, eg mandatory modules BUSM1019, BUSM3019, and option modules BUSM2819 and BUSM3819.

- Students taking the generic BA (Hons) Business Management degree will have the opportunity to explore a range of specific aspects of business and management. They may also choose to focus their study around one area of specialism.
- Students who take a Specialist Award in Business Management will develop a deeper level of knowledge and understanding of two specialisms within a broader context of business and management.

The BA (Hons) Business Management and BA (Hons) Business Management Specialist Awards programmes adopt a progressive structure of:

Level 4		Level 5		Level 6
Foundations	→	Operations	→	Employment-focus

with the intention of supporting progression across the intended range of cognitive, academic, practical and transferable skills appropriate to both study on the programmes and future employment. There is particular emphasis at L6 on contemporary management issues and approaches. The curriculum design approach has enabled the development of planned, integrated and progressive learning, teaching and assessment strategies for the programme. The mix of 30 and 15 credit modules offers a rich learning experience for students and the inclusion of innovative assessment strategies supports learning and achievement.

The Business Management programme endeavours to incorporate the [6 Principles for Responsible Management Education](#) to underpin good practice. Particular emphasis is given to the first two Principles:

Principle 1 aims to develop capabilities of students to add sustainable value for business and society. Students have the option at L5 to take BUSM2039 Business Sustainability, providing insights into the challenge that sustainability pressures present to organisations. Wherever possible, tutors use online submission, marking and feedback of assignments to demonstrate a sustainable approach in reducing photocopying and printing.

Principle 2 aims to incorporate values of global social responsibility into academic activities and curricula. This is reflected in mandatory modules, for example, BUSM1039 Marketing & Management Perspectives and BUSM3029 International Business Strategy, as well as in the optional module BUSM2039 Business Sustainability.

A wide variety of learning and teaching methods is used in the BA (Hons) Business Management degree and Specialist Awards in order to maximise achievement and progression opportunities for students with a diverse range of prior knowledge, skills and achievement. Particular care has been taken to ensure that the core modules provide an appropriate structure within which:

- to acquire and build knowledge and understanding (eg via the three subject-related core modules at Level 4 – BUSM1029 and BUSM1039);
- to develop and progress – at all three levels of study - across the intended range of cognitive, academic, practical and transferable skills appropriate to both study on the programme and future employment (eg BUSM1019, BUSM 3019) including higher order critical thinking skills (eg BUSM3029, BUSM3039);
- to develop a proactive approach to change, a sensitivity to business issues and enterprise (eg BUSM3029, BUSM3039);
- the opportunity to develop and experience a variety of complementary approaches to learning and teaching and a good balance of activities

Integration between practice and theory is provided by

- the opportunity to undertake a one-year business placement
- Work Based Learning modules at Levels 5 and 6 which enable students to apply knowledge in the workplace and develop employability and key skills
- the mandatory modules at Level 6 requiring students to reflect on their learning and individual experiences of organisations, their environment and management. Such

experiences will be acquired through other modules, for example via exposure to visits and other inputs from practising managers, simulation of real-life scenarios via case studies or modelling, as well as personal employment undertaken throughout their course.

The importance of **research-informed teaching** in enhancing students' learning experience is fully appreciated. The majority of tutors contributing to the programme are research-active and use their own research and that of others in the discipline to illustrate ideas, concepts and theories or to provide examples. The scope and calibre of research keeps programmes current and relevant and is invaluable to high standards of learning. There are many opportunities across the programme for students to learn about and engage in research within their discipline, culminating in the opportunity to complete a substantial business project at L6. The WBS Employability Standard of Research and Problem-solving is covered by the majority of modules in the programme. A student-centred learning approach ensures that students learn through their own enquiry and the assessment strategy supports this through investigative, explorative and applied assessment tasks.

The double modules BUSM3049 Business Project and BUSM3069 Consultancy Project at Level 6 requires students to undertake **independent research** in a discipline or field of their choice. It enables students to appreciate the importance of research skills in enabling business planning and effective decision-making. The modules incorporate the necessary guidance, planning and preparation to undertake an independently-researched study. They are front-loaded with a minimum of 10 formal taught sessions covering the required research skills in order to understand conventions of academic research methodology and writing. Students will be able to define the exact nature of the study, with the agreement of the supervising tutor. In accordance with UW practice, subject specialists will be allocated as supervisors according to students' choice of study area.

Internationalisation is embedded in the curriculum and the programme also includes a number of modules with an international or global theme (particularly BUSM3029 International Business Strategy, BUSM3039 Intercultural Perspectives and BUSM3449 International Marketing and BUSM3539 International Banking and Finance). Students study in a culturally diverse environment with peers and tutors from a range of cultural backgrounds. In addition they are encouraged to participate in the exchange programme to study abroad for a semester at L5.

The themes of **ethical and sustainable business practice** are addressed throughout the curriculum, in particular BUSM2039 Business Sustainability. Students are encouraged to evaluate their own courses of action in relation to organisational ethical dilemmas and to consider the implications of ecological changes for business and communities, now and in the future, and responses to these changes. The use of the VLE to provide learning materials and student support promotes the paperless/low carbon learning processes, as do online submission and marking of assignments.

Course design (for example the development of 30 credit modules) takes into account the **principles of inclusivity**: the types of learner, their prior experience and expectations and how they learn and will be supported to learn effectively. A range of teaching methods are adopted to ensure the curriculum enhances the learning of all students. This includes lectures, seminars, and presentations. [The UK Quality Code for Higher Education: Chapter B4: Enabling Student Development and Achievement](#) and the UW Strategy for Embedding Inclusive Practice in Learning, Teaching and Assessment have been used as reference points to ensure an appropriately responsive curriculum. The needs of all learners are incorporated in learning and teaching activities, learning materials are adapted where necessary and reasonably possible and effective legible feedback is provided on assessments. WBS has a Diversity Co-ordinator who acts as a link between students with particular needs within the School and the Dyslexia and Disability Service to ensure that students are adequately supported in their learning and assessments.

The learning and teaching strategies for individual modules, as outlined in the accompanying Module Specifications, have been undertaken in accordance with the [University's Curriculum Design Policy](#).

14. Assessment Strategy

The Assessment strategy has been designed to **provide a variety of challenges appropriate to students on a vocationally-oriented, multi-disciplinary academic undergraduate programme**. Thus care has been taken to include in the core and specialist modules assessments which encourage the development of academic skills of wider reading and research and which foster advanced scholarship.

Students will also have the opportunity to undertake more **'practical' assignments** relevant to the real world of employment depending on the nature of the subject disciplines in which they choose to specialise, for example, Marketing (portfolios of artefacts, production of a training video, marketing plan); Advertising (an agency pitch and development of promotional and media plans); PR (reputation strategy proposal); Management (organisational audit); and Entrepreneurship (creative thinking and the development of new business ideas).

An appropriate balance of **formative and summative assessments** is included. The majority of modules include two summative assessments, which are typically weighted, for example, 50:50, 60:40, or 75:25, to reflect their role in delivering learning outcomes and 'syllabus' coverage at a mid-point and end of the semester. In some modules tutors believe that students benefit from a single assessment element at the end of the module, supporting them to fully ingest knowledge and practice relevant skills before assessment. Modules including more than 2 assessment items allow students to experience a variety of assessment approaches within a subject area and to demonstrate effectiveness across a range of skills. Every module provides opportunities for formative assessment via a range of activities which might include class discussions, dedicated tutorials and blended learning. More formal opportunities are provided via exercises posted on the VLE. This is particularly important on the larger 30 credit modules where there is reliance on a single assessment, but it is central to the learning, teaching and assessment strategies of all modules in enabling students benefit from feedback prior to submitting summative assessments.

Assessment styles include individual work (to develop and encourage independent learning), and group-based work (to develop group skills and extend the scope of material/activity that can be covered). A mixture of assignments is intentionally set in order to **maximise opportunities for all students** to perform and develop skills relevant to future academic and professional study. Assessment styles are adjusted according to pathway, for example, students following an Advertising strand encounter similar and progressive assessments at L5 and L6 (account management plan/campaign proposal, group pitch/presentation and creative portfolios); whereas students following an Accounting or Finance route will take a higher proportion of examinations appropriate for professional accreditation and progression to professional examinations post-graduation. Thus assessment style is tailored to specific subject pathway requirements.

Assessment builds across levels from fundamental underpinning theory at L4 to more applied and critical approaches at L6. L4 modules emphasise the student's ability to explain and contrast information, progressing to expectations of critique, synthesis and independent contribution at L6. Report writing is included at all levels to reinforce this essential skill.

Marking of student work is **internally and externally** verified via a minimum 15% sample of work for every element of assessment. All work is anonymously marked, except where this is impracticable (eg Independent Project, oral presentations). Student work is graded according to the University's Generic [Undergraduate Grade Descriptors](#) (A-H). Specific assessment criteria, which reflect the Intended Learning Outcomes are also published for each assessment. Constructive, timely and relevant feedback is an integral part of the assessment process.

Business Law	X	X	X	X	X	✓	✓	X	X	✓	✓	X
Economics	✓	X	X	X	X	✓	X	X	X	✓	X	X
Entrepreneurship	X	X	X	X	X	X	X	X	✓	✓	✓	X
Finance	✓	X	✓	✓	X	X	X	X	X	✓	✓	X
HRM	✓	X	✓	X	X	X	X	✓	✓	✓	✓	✓
Info Systems	X	X	X	X	X	X	✓	X	X	✓	✓	X
Leadership	X	X	X	X	✓	X	✓	X	X	✓	X	X
Management	✓	X	✓	✓	✓	✓	✓	✓	✓	X	✓	X
Marketing	✓	✓	✓	X	✓	✓	✓	✓	X	✓	X	✓
PR	X	✓	X	X	X	X	✓	X	X	X	✓	X

Mandatory Modules within each Specialism

Accountancy Specialism	Advertising Specialism	Business Law Specialism	Economics Specialism	Entrepreneurship Specialism	Finance Specialism	Info Systems Specialism
Level 4						
Business Viability	Marketing & Management Perspectives		Business Viability	Business Challenge	Business Viability	
Level 5						
Financial & Management Accounting	Advertising: Influence & Persuasion	The Internal Legal Landscape	Micro & Macro Economics	Entrepreneurship & Small Business Management	Taxation	Introduction to Information Systems
Level 6						
Strategic Financial Management	Contemporary Advertising: Apps, Guerillas, Viral & More	The External Legal Landscape	Economics for Business	Innovation & Intrapreneurship	International Banking and Finance	Strategic Business Improvement

HRM Specialism	Leadership Specialism	Management Specialism	Marketing Specialism	PR Specialism
Level 4				
Marketing & Management Perspectives	Marketing & Management Perspectives	Marketing & Management Perspectives	Marketing & Management Perspectives	Marketing & Management Perspectives
Level 5				
Managing HR & Performance	Leadership Principles & Practice	Operations, Project & Risk Management	Customer Behaviour & Decision Making	Public Relations & Campaigning
Level 6				
Strategic Challenges of HRM	Collaborative Leadership	Managing Emerging Issues	Strategic Marketing	Spin Doctors, Lobbyists & Other Hidden Persuaders

Joint Honours

Business Management may be taken as part of a Joint Honours degree with Computing; Drama and Performance; Human Geography or Psychology, with half of the programme devoted to each subject at all levels. Students must take the mandatory modules BUSM1029 and BUSM1039 at Level 4, and thereafter have a free choice from the extensive business options available.

Sandwich mode - Students wishing to take the course in sandwich mode must record this intent with the Worcester Business School Placements Coordinator during Semester 2 of Level 4 and are directed to the 15-credit module at L5, BUSM2089 Preparing for Placement. Formal registration to a sandwich degree requires students to register for module BUSM3000 as part of the normal procedures for selecting modules for the following year.

Part-time study – Students wishing to take the course in part-time mode are normally required to register for modules to a value of not more than 45 credits in a semester. It is possible to switch between modes of study at any appropriate point in the course.

Students are required to submit all items of assessment in order to pass a module, and in some modules, a pass mark in each item of assessment may be required or a specified pass mark higher than the University's minimum pass mark of D- may be required (either in all assessments or for the module overall) in order to secure relevant exemptions from professional

bodies.

The Award Map for BA (Hons) Business Management and Specialist Awards can be found in Appendix 1.

16. QAA and Professional Academic Standards and Quality

The [QAA Subject Benchmark Statement - Business and Management 2015](#) articulates the knowledge, skills and categories of achievement to be expected of successful honours graduates in the field. These have been used to craft module **learning outcomes and content as well as learning, teaching and assessment strategies of all** modules.

The programme conforms to the requirements of the [Framework for Higher Education Qualifications \(FHEQ\) August 2008](#), and thus aims to support Honours graduates to:

- Acquire coherent and detailed knowledge, some of it at the forefront of business management and related academic disciplines
- Deploy and apply established business techniques to extend knowledge and understanding, and to initiate and carry out projects in a range of business contexts
- Develop evaluation skills in order to make sound business judgements, including identifying solutions to business problems
- Communicate information, ideas, problems and solutions to both specialist and non-specialist audiences, including a wide variety of business stakeholders
- Develop the qualities needed for employment (including initiative, personal responsibility, and decision-making in complex and unpredictable circumstances) and for lifelong learning and person development

The course structure also reflects the precepts of the England, Wales and Northern Ireland (EWNI) generic credit level descriptors (formerly NICATS) – please see Appendix B of the [Higher education credit framework for England: guidance on academic credit arrangements in higher education in England](#) - with increasing levels of confidence, responsibility and accountability: from a broad knowledge basis at level 4; to idea generation through concept analysis at level 5; through to effective application of a body of contemporary knowledge at level 6.

The arrangements for access to the optional work placement year reflect the expectations of the [QAA Quality Code](#), specifically Chapter B3: Learning and Teaching (Sept 12) and Chapter B10: Managing Higher Education Provision with Others (Dec 12).

The arrangements for access to BUSM2069 and BUSM3069 Consultancy Project modules at Levels 5 and 6 and the optional work placement year reflect the expectations of the [QAA Quality Code](#), specifically Chapter B3: Learning and Teaching (Sept 12) and Chapter B10: Managing Higher Education Provision with Others (Dec 12).

17. Support for students

General approaches to student support

The fundamental approach of WBS to student support is centred on the need to motivate and inspire our students. Tutors acknowledge that students learn in different ways and also have different expectations of their learning experience. Some respond best to a 'traditional' lecturing approach; others are motivated by learning and teaching contextualised in an industrial or an academic context. Others respond to an academic research approach. Modules provide a spectrum of approaches designed to engage with a wide range of student abilities. The need for *active learning* where students are invited to participate in learning activities, and also to reflect (at a meta-cognitive level) on their learning process is emphasised.

Employability orientation

A key focus of all UG Business Management courses is the provision of a range of opportunities to assist students to become employable Worcester graduates. The programme aims to develop graduates who are: independent learners; critically aware, problem solving researchers and discoverers; employable, professional and enterprising; inclusive in their actions, valuing diversity; and ethically and environmentally responsible. Strategies used to embed employability into the curriculum and enhance graduate employability within a complex global world include:

- the option of a paid placement year
- the option of a semester abroad at one of our exchange universities to develop intercultural skills
- the targeting of selected Employability Standards in every module (designed by WBS in conjunction with employers)
- automatic access to an electronic CV Compiler Tool to create a live and evidence-based CV
- accreditation, recognition or mapping of programmes to professional qualifications and/or associations as appropriate
- access to a broad network of business managers and employers
- employment preparation workshops which include CV preparation, mock interviews/assessment centres and meetings with employers
- opportunities to engage in work based learning modules

Student induction

UG Business Management students engage in an Induction Week of activities designed to help familiarise them with UW and WBS and inform them of what is expected of them in higher education. Students meet WBS tutors and representatives from Registry, ILS, Student Services and the Students' Union and are provided with information on course structure and content, resources and student support. In addition, they participate in a group project based on a 'live' issue for a local organisation culminating in review of projects by organisation representatives and an awards ceremony.

Future Weeks

The academic year includes three Future Weeks (when formal module activities are suspended) which are intensive study weeks in each year of the course where students engage in innovative and exciting learning activities. WBS Future Weeks include extended induction activities, academic tutorials, study advice sessions, staff research seminars and employability events and activities for all students. The Course Handbook includes a full list of Future Week activities and examples of activities targeted at specific year groups would include:

- Level 4 – study advice sessions, company visits, business simulations, formative feedback, work placement preparation workshops, Bright Futures Employers Panel and Networking, overseas exchange briefings, staff research seminars.
- Level 5 – work placement workshops, organising exchange, case study competition, business project briefing, module selection fair, annual Federation of Small Business lecture.
- Level 6 – degree classification briefings, business project consultations, annual Business School lecture, career next-steps and contacts.

Personal Academic Tutoring

Each student has a nominated Personal Academic Tutor to provide academic advice and guidance, personal development planning and pastoral support as appropriate. The Personal Academic Tutor plays a significant role in enhancing the student's academic and personal experience of studying and key aspects of the role include:

- Assisting students to make the transition to studying in higher education
- Helping students to understand the requirements of their course
- Supporting students to take responsibility for their own learning
- Helping students to make the most of learning resources and other forms of support available
- Supporting students in academic, professional and career related planning and development
- Advising and guiding students on issues or problems that arise while they are at University

- Supporting students for whom there may be particular challenges
- Providing the official University reference
- Meeting students on a regularly scheduled basis. Individual meeting will be held throughout the academic year, and the Academic Tutor will provide group meeting times during Future and/or Induction Weeks
- Advising students on individual course options, module selection and academic planning.

In addition, to the above and Student Services (<http://www.worcester.ac.uk/student-services/index.htm>), the following activities and documents have been put in place to provide development and support for undergraduate students at Worcester Business School:

- **Handbooks** are provided for the Course.
- Module outlines which include module codes, module title, level, planned teaching activities, attendance requirements, assessment briefs, assessment criteria and reading lists.
- **Learning and study guides**, including bespoke guides for Work Placements and the Business Project.
- A **Virtual Learning Environment** to provide module-specific material, documents, activities and networking, as well as more general announcements and updates.
- **Course Leaders** to advise on curriculum and other course-related issues.
- A **Placements Coordinator** who runs a programme of workshops and other support arrangements and activities to prepare students for 1-year in-course placements and other work experience opportunities. Placement students will be further supported by a dedicated tutor during their placement experience.
- A specialist **exchange tutor** to advise students regarding module choices and other arrangements through the University's [International Office](#) for an exchange semester overseas.
- **Student representatives** on Course Management Committee to address course-wide issues.
- **Equal opportunities** via the University's [Disability & Dyslexia Service](#) which provides advice and support for students who have mental health difficulties, dyslexia, sensory or physical impairments and other difficulties. There is a dedicated Assistant Disability Coordinator for students with sensory impairments. Advice is also available on access technology such as voice recognition and text-to-speech software. Much of the support provided is funded through the Disabled Students' Allowance (DSA).

18. Admissions

Admissions policy

The University aims to be accessible; it is committed to widening participation and encouraging diversity in the student population. The Worcester Business School works closely with central student support services including the Admissions Office, the Disability & Dyslexia Service and the International Centre to support students from a variety of different backgrounds. We actively encourage and welcome people from the widest range of economic and cultural backgrounds and value the contribution of mature learners.

Entry requirements

2016 Entry

The University's standard minimum entry requirements apply: 4 GCSEs (Grade C or above) plus 120 Tariff points from minimum of 2 and maximum of 3½ A Levels or equivalent Level 3 qualifications. See [UW Admissions Policy](#) for other acceptable qualifications.

The current UCAS Tariff requirements for entry to this course are published in the prospectus.

Accredited Key Skills at Level 3 may be allowed to contribute up to 20 UCAS Tariff points towards the total.

Direct Entrants to the Business Management Top-up Award must have successfully completed the first two years of a degree, or have obtained an HND or Foundation Degree in Business.

International students must hold a qualification equivalent to the UK standard entry requirements for undergraduate courses. International students can check their qualification with the International Recruitment Team at: international@worc.ac.ukOverseas and students with an equivalent qualification to the above will also be expected to have IELTS 6.0 or above.

Students whose first language is not English will be expected to have reached a sufficient standard on admission to the programme (eg IELTS of 6.0 or higher or Pearson 59 or 51 or higher in each component). Please note that IELTS exams must be no more than two years old at the start of the course. Further details regarding minimum entry requirements can be found on the University [web site](#).

The University welcomes applications from candidates holding qualifications outside the UCAS Tariff including those awarded by professional bodies and overseas qualifications, including the International and European Baccalaureate.

2017 Onwards Entry

The normal entry requirement for this course is 4 GCSEs, including Maths and English, all at Grade C or above and qualifications to the value of 112 UCAS tariff points from minimum of 2 A Levels (or equivalent Level 3 qualifications) and a maximum of 3 A levels. The current UCAS Tariff requirements for entry to this course are published in the prospectus.

Students whose first language is not English will be expected to have reached a sufficient standard on admission to the programme (eg IELTS of 6.0 or higher or Pearson 59 or 51 or higher in each component). Please note that IELTS exams must be no more than two years old at the start of the course. Further details regarding minimum entry requirements can be found on the University [web site](#).

International students must hold a qualification equivalent to the UK standard entry requirements for undergraduate courses. International students can check their qualification with the International Recruitment Team at: international@worc.ac.ukOverseas students with an equivalent qualification to the above will also be expected to have IELTS 6.0 or above.

The University welcomes applications from candidates holding qualifications outside the UCAS Tariff including those awarded by professional bodies and overseas qualifications, including the International and European Baccalaureate.

Recognition of Prior Learning

Details of acceptable level 3 qualifications, policy in relation to mature students or applicants with few or no formal qualifications can be found in the prospectus or on the University webpages. Information on eligibility for recognition of prior learning for the purposes of entry or advanced standing is also available from the University [webpages](#) or from the Registry Admissions Office (01905 855111).

Admissions procedures

Please refer to the Admissions Office or
<http://www.worc.ac.uk/courses/howtoapply/475.html>

Full-time applicants apply through UCAS (see pp. 1-2 for course codes).
Part-time applicants apply directly to University of Worcester (UW).

Admissions/selection criteria

Please refer to the Admissions office or
<http://www.worc.ac.uk/courses/howtoapply/6638.html>.

19. Methods for evaluating and improving the quality and standards of teaching and learning

Mechanisms for review and evaluation of teaching, learning and assessment, the curriculum and outcome standards include:

- Module feedback and evaluation
- Annual Course Evaluation Report completed by Course Leader
- Quinquennial Periodic Review including external scrutiny
- Peer teaching observation
- Student Academic Representatives (StARs) at each level of the course
- External Examiners' Reports
- Academic staff annual review and development
- Staff Development Away Days and other events
- WBS Policy on Validation (Module Outlines and Assignment Briefs) and Moderation of Student Work
- Links with employers (e.g. via the WBS Employer Advisory Group), professional organisations and accrediting bodies (e.g. Chartered Institute of Marketing, Management Standards Centre, Chartered Institute of Public Relations, Institute of Small Business and Entrepreneurship, Chartered Institute of Management Accountants, Institute of Financial Accountants, Chartered Institute of Personnel and Development)
- Staff research and scholarly activity and membership of professional organisations

Committees with responsibility for monitoring and evaluating quality and standards:

Worcester Business School Committees

- School Board
- School Quality Committee
- Learning, Teaching and Student Experience Committee
- Business Management Course Management Committee
- Post Results Moderation Group

University of Worcester (UW) Committees

- Academic Quality and Standards Committee
- Ethics Committee

Mechanisms for gaining student feedback on the quality of teaching and their learning experience:

- Informal module feedback and formal evaluation via questionnaires
- Business Management Course Management Committee
- Meeting with module tutors and Academic Tutor
- National Student Survey
- Induction, exit and other ad hoc surveys

WBS has 4 Teaching Fellows, including 1 National Teaching Fellow

20. Regulation of assessment

The course operates under the University's [Taught Courses Regulatory Framework](#).

Requirements to pass modules

- Modules are assessed using a variety of assessment activities which are detailed in the module specifications.
- The minimum pass mark is D- for each module.
- Students are required to submit all items of assessment in order to pass a module, and in some modules, a pass mark in each item of assessment may be required.
- Some modules have attendance requirements
- Full details of the assessment requirements for a module, including the assessment criteria, are published in the module outline.

Submission of assessment items

- Students who submit course work late but within 5 days of the due date will have work marked, but the grade will be capped at D- unless an application for mitigating circumstances is accepted.
- Students who submit work later than 5 days but within 14 days of the due date will not have work marked unless they have submitted a valid claim of mitigating circumstances.
- For full details of submission regulations see [Taught Courses Regulatory Framework](#).

Retrieval of failure

- Students are entitled to resit failed assessment items for any module that is awarded a fail grade, unless the failure was due to non-attendance.
- Reassessment items that are passed are graded at D-.
- If a student is unsuccessful in the reassessment, they have the right to retake the module (or, in some circumstances, take an alternative module).

Requirements for Progression

- Students at Level 4 may be permitted to progress to Level 5 when they have passed at least 90 credits at Level 4.
- Students at Level 5 may be permitted to progress to Level 6 when they have passed at least 90 credits at Level 5.
- A student who fails 90 credits or more due to non-submission will be required to withdraw from the University.
- Students who pass less than 90 credits but have submitted all items of assessment will be required to retake modules.

Requirements for Awards

Award	Requirement
CertHE	Passed 120 credits at Level 4 or higher
DipHE	Passed a minimum of 240 credits with at least 90 credits at Level 5 or higher
Degree (non-honours)	Passed a minimum of 300 credits with at least 90 credits at Level 5 or higher and a minimum of 60 credits at Level 6
Degree with honours	Passed a minimum of 360 credits with at least 90 credits at Level 5 or higher and a minimum of 120 credits at Level 6

Classification

The honours classification will be determined by whichever of the following two methods results in the higher classification:

Classification determined on the profile of the best grades from 60 credits attained at Level 5 and the best grades from 120 credits at Level 6. Level 5 and Level 6 grades count equally in the profile.

Classification determined on the profile of the best grades from 120 credits attained at Level 6 only.

For further information on honours degree classification, see the [Taught Courses Regulatory Framework](#).

21. Indicators of quality and standards

- The discipline of Business Management was last audited in November 2005 which confirmed that the standard of student achievement in the discipline was appropriate to the title of the award and its location within the FHEQ. The QAA commended WBS for robust and comprehensive annual monitoring, for especially good practice in supporting its students via the personal tutoring system, and for quality assurance via post-results moderation.
- Annual External Examiners' reports have been extremely supportive and complimentary particularly with respect to the mix of assessments and responsive and proactive approach to continuously improving the curriculum.
- Many members of staff engaged in developing the programme are actively engaged in relevant research, consultancy and professional practice in the disciplines of business management.
- HEFCE performance indicators, especially with respect completion and achievement.
- The annual National Student Survey in which in 2015 Business Management received an overall satisfaction score of 4.1 (out of a total of 5).

22. Graduate destinations, employability and links with employers

Graduate destinations

- Careers Destination Surveys – 97% of 2014 Business Management graduates were reported as employed or actively engaged in other activities (e.g. further study) within six months of graduating.
- The BA (Hons) Business Management and Specialist Awards prepare students for a range of interesting and challenging careers in the public, private and voluntary sectors, both in the UK and overseas. Employment may initially be as a trainee business manager in a large organisation or a junior business manager in a smaller one before moving on to more senior business management positions. Alternatively, students may decide to establish their own business.

Student employability

- All full-time Single Honours students have the opportunity to take a 4-year sandwich degree with a **placement year**, normally in the third year of the programme. Students can apply for opportunities in the UK at a large number of well-known organisations across a wide range of industry sectors who offer placements annually, including IBM, Marks and Spencer, Intel, The Audit Commission, Microsoft, Kraft, The House of Commons, NHS, Lidl, Waitrose and many others.

- Students at Levels 5 and 6 may choose to take a **Work Based Learning module** worth 30 credits which aims to develop employability and key skills via paid or voluntary work experience alongside studies.
- A range of employability events and activities are available to students each academic year via **Future Weeks** (see Section 17).
- **Short-term work placement and job opportunities** are also advertised via the School's intranet for existing students.
- **Career guidance** is available through University of Worcester Career Advisory Service and periodic Career Fairs are organised by Student Services.

Links with employers

- Worcester Business School aims to promote closer **links with employers** through the work of its Business and Professional Development Team. The team is currently working with key decision makers in a variety of private, public and third sector organisations, and is supported by the School's Employers' Advisory Group, which meets on a regular basis.
- The School works closely with a number of **professional organisations** including the Chartered Institute of Management, Institute of Commercial Management, Chartered Institute of Marketing, Chartered Institute of Personnel and Development, Chartered Institute of Public Relations, Institute of Financial Accountants, Chartered Institute of Payroll Professionals, and British Computer Society.
- The School has worked with a number of **business clients** in developing and delivering its programmes. These include – the NHS (a range of Primary Care and Acute Trusts); Local Government (a range of County, District and Unitary Authorities); West Mercia, Warwickshire, Gloucestershire and Staffordshire Constabularies; Ministry of Defence and The Royal Air Force; Her Majesty's Prison Service; Royal Mail; Financial Services Organisations (e.g. Lloyds Plc, HBOS Plc, Clerical Medical, NFU Mutual and Virgin Money); Housing Associations, Southco, Malvern Instruments, Allpay Limited, G4S Secure Solutions, Hereford & Worcester Fire and Rescue Service and Hitachi Capital.
- The School has well-developed working relations with the **local business community** many of whom contribute to undergraduate programmes to give a real-world insight into the future world of work.
- These professional and business networks also involve **external events**, many of which are open to students, as well as employers.
- The Business School's specialist **research centre**, CPW (Centre for People at Work), has a wide range of contract-funded consultancy and research projects and provides further opportunities for students to link with employers.
- The School has, for a number of years, been an important focus for **projects linked with the West Mercia Constabulary** through the Shared Police and Higher Education Research and Enterprise (SPHERE) partnership, which enables the force to utilise academic expertise to enhance its policing activities e.g. through undergraduate students' final year projects.
- The School liaises with **external agencies**, such as the Institute of Directors, Federation of Small Businesses, Chamber of Commerce and Confederation of British Industry.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in associated course documentation e.g. course handbooks, module outlines and module specifications.

Appendix 1

*Professionally accredited

Course Title: BA (Hons) Business Management & Specialist Awards	Year of entry: 2013-14 onwards
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Level 4						
Module Code	Module Title	Credits (Number)	Status (Mandatory (M) Designated (D) or Optional (O))		Pre-requisites (Code in brackets indicates earlier modules, which would be accepted as alternative pre-requisites)	Exclusions (Code in brackets indicates earlier modules which would be also excluded)
			Single Hons	Joint Hons		
BUSM1019	Business Challenge	30	D	N/A	None	COMP1311 (and BUSM1001 and BUSM1101 and BUSM1113 and COMP1211)
BUSM1029	Business Viability: Financial & Economic Perspectives	30	M	M	None	(BUSM1021 and BUSM1201 and BUSM1111 and BUSM1051 and BUSM1501 and BUSM1112)
BUSM1039	Marketing & Management Perspectives	30	M	M	None	(BUSM1031 and BUSM1301 and BUSM1112 and BUSM1041 and BUSM1401 and BUSM1111)
BUSM1049*	Business Law	30	O	N/A	None	BUSM1519 (and BUSM1002 and BUSM1605 and BUSM1602)
BUSM1559	Quantitative Methods for Accounting and Finance	30	O	N/A	None	None
BUSM1619	Creative Communications: Ideas & Impacts	30	O	N/A	None	(BUSM1061 and BUSM1412 and BUSM1062 and BUSM1411)
BUSM1814	Web & E-business	30	O	N/A	None	None
COMP1381	Introduction to Information Systems	30	O	N/A	None	COMP2371

Single Honours Requirements at Level 4

Single Honours students must take 120 credits in total, 90 of which must be drawn from the table above to include BUSM1019, BUSM1029 and BUSM1039.

Single Honours students may also choose to take elective modules to the value of 30 credits from the listing of elective modules provided for undergraduate degree programmes, or take additional modules from the table above to the value of 30 credits.

Joint Honours Requirements at Level 4

Joint Honours students must take 60 credits from the table above to include BUSM1029 and BUSM1039.

Level 5								
Module Code	Module Title	Credits (Number)	Status (Mandatory (M) or Optional (O))				Pre-requisites (code in brackets indicates earlier modules, which would be accepted as alternative pre-requisites)	Exclusions (code in brackets indicates earlier modules which would be also excluded)
			SH	Maj	J H	Min		
BUSM2025	The Internal Legal Landscape	30	O	O	O	O	None	None
BUSM2039	Business Sustainability	15	O	O	O	O	BUSM1039 (or BUSM1031 or BUSM1301)	(BUSM1003 and BUSM3032)
BUSM2049	Creative Problem Solving	15	O	O	O	O	BUSM1019 (or BUSM1001 or BUSM1101 or BUSM131)	(BUSM2081 and BUSM2111)
BUSM2055	Financial Markets, Trading and Investment		O	O	O	O	None	None
BUSM2059	EU, Human Rights & the Legal Environment	15	O	O	O	O	None	None
BUSM2070	Work Based Investigation	30	O	O	O	O	None	BUSM2069
BUSM2079	Commercial Law	15	O	O	O	O	None	BUSM1519
BUSM2089	Preparing for Placement	15	O	x	x	x	None	UMSC2010 and UMSC3010
BUSM2119	Leadership Principles & Practice	30	O	O	O	O	BUSM1039 (or BUSM1031 or BUSM1301)	(BUSM2011 and BUSM2321 and BUSM2012 and BUSM2322)
BUSM2219	Micro & Macro Economics	30	O	O	O	O	BUSM1029 (or BUSM1021 or BUSM1201)	(BUSM2021 and BUSM2201 and BUSM2022 and BUSM2202)
BUSM2319	Operations, Project & Risk Management	30	O	O	O	O	BUSM1039 (or BUSM1031 or BUSM1301)	(BUSM2031 and BUSM2032)
BUSM2388	Social Media	15	O	O	O	O	None	None
BUSM2419	Customer Behaviour & Decision Making	30	O	O	O	O	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2041 and BUSM2403 and BUSM2061 and BUSM2411)
BUSM2429	Contemporary Marketing Communications	30	O	O	O	O	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2042 and BUSM2043)

BUSM2439	Selling & Sales Management	15	O	O	O	O	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2044 and BUSM2405)
BUSM2459	Services Marketing	15	O	O	O	O	None	BUSM3459

BUSM2519	Financial & Management Accounting	30	O	O	O	O	BUSM1029 (or BUSM1051 or BUSM1501)	(BUSM2051 and BUSM2501 and BUSM2052 and BUSM2502)
BUSM2529*	Taxation	30	O	O	O	O	BUSM1029 (or BUSM1051 or BUSM1501)	(BUSM2054)
BUSM2539*	Business Accounting Systems	15	O	O	O	O	None	BUSM1529 (and BUSM1052)
BUSM2619	Advertising: Influence & Persuasion	30	O	O	O	O	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2061 and BUSM2411 and BUSM2062 and BUSM2412)
BUSM2719	Public Relations & Campaigning	30	O	O	O	O	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2071 and BUSM2422 and BUSM2072 and BUSM3422)
BUSM2819	Entrepreneurship & Small Business Management	30	O	O	O	O	BUSM1019 (or BUSM1001 or BUSM1101 or BUSM1311) or COMP1311 (or COMP1211)	(BUSM2081 and BUSM2111 and BUSM2082 and BUSM3301)
BUSM2919	Managing HR & Performance	30	O	O	O	O	BUSM1039 (or BUSM1031 or BUSM1301)	(BUSM2091 and BUSM2311 and BUSM2092 and BUSM2312)
COMP2371	Introduction to Information Systems	30	O	O	O	O	None	(COMP1381)
COMP2381	E-business	30	O	O	O	O	None	COMP3381 (and COMP3242 and COMP3271)

BA (Hons) Specialist Awards

All students must take the modules listed in their TWO relevant specialist areas A-L below

Module Code	Module Title	Credits (Number)	Status (Mandatory (M) or Optional (O))	Pre-requisites (Code in brackets indicates earlier modules, which would be accepted as alternative pre- requisites)	Exclusions (Code in brackets indicates earlier modules which would be also excluded)
A. BA (Hons) Specialist Awards in Accountancy					
BUSM2519	Financial & Management Accounting	30	M	BUSM1029 (or BUSM1051 or BUSM1501)	(BUSM2051 and BUSM2501 and BUSM2502 and BUSM2502)
B. BA (Hons) Specialist Awards in Advertising					
BUSM2619	Advertising, Influence & Persuasion	30	M	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2061 and BUSM2411 and BUSM2062 and BUSM2412)
C. BA (Hons) Specialist Awards in Business Law					
BUSM2025	The Internal Legal Landscape	30	M	None	None
D. BA (Hons) Specialist Awards in Economics					
BUSM2219	Micro & Macro Economics	30	M	BUSM1029 (or BUSM1021 or BUSM1201)	(BUSM2021 and BUSM2201 and BUSM2022 and BUSM2202)
E. BA (Hons) Specialist Awards in Entrepreneurship					
BUSM2819	Entrepreneurship & Small Business Management	30	M	BUSM1019 (or BUSM1001 or BUSM1101 or BUSM1311) or COMP1311 (or COMP1211)	(BUSM2081 and BUSM2111 and BUSM2082 and BUSM3301)
F. BA (Hons) Specialist Awards in Finance					
BUSM2529*	Taxation	30	M	BUSM1029 (or BUSM1051 or BUSM1501)	(BUSM2054)
G. BA (Hons) Specialist Awards in Human Resources					
BUSM2919	Managing HR & Performance	30	M	BUSM1039 (or BUSM1031 or BUSM1301)	(BUSM2091 and BUSM2311 and BUSM2092 and BUSM2312)
H. BA (Hons) Specialist Awards in Information Systems					

COMP2371	Introduction to Information Systems	30	M	None	(COMP1371)
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I. BA (Hons) Specialist Awards in Leadership					
BUSM2119	Leadership Principles & Practice	30	M	BUSM1039 (or BUSM1031 or BUSM1301)	(BUSM2011 and BUSM2321 and BUSM2012 and BUSM2322)
J. BA (Hons) Specialist Awards in Management					
BUSM2319	Operations, Project & Risk Management	30	M	BUSM1039 (or BUSM1031 or BUSM1301)	(BUSM203 and BUSM2032)
K. BA (Hons) Specialist Awards in Marketing					
BUSM2419	Customer Behaviour & Decision Making	30	M	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2042 and BUSM2043 and BUSM2061 and BUSM2411)
L. BA (Hons) Specialist Awards in Public Relations					
BUSM2719	Public Relations & Campaigning	30	M	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM2071 and BUSM2422 and BUSM2072 and BUSM3422)

Single Honours Requirements at Level 5

BA (Hons) Business Management

BA (Hons) Business Management Single Honours students must take 120 credits in total, at least 90 of which must be drawn from the table above.

BA (Hons) Specialist Awards

BA (Hons) Specialist Awards Single Honours students must take 120 credits in total, at least 90 of which must be drawn from the table above to include the modules listed in their TWO relevant specialist areas A-J above. Single Honours students may also choose to take elective modules to the value of 30 credits from the listing of elective modules provided for undergraduate programmes, or take additional modules from the table above to the value of 30 credits.

Joint, Major and Minor Honours Requirements at Level 5

Students following Joint Honours pathways can adjust their studies at level 5 to take more modules in one subject or can maintain an equally balanced programme of modules in each subject. The precise award title (Joint Hons or Major/Minor Hons) depends on the total number of credits achieved in each subject at levels 5 and 6 – for further information see table at the end of this document.

Major Pathway Requirements at Level 5

Major Pathway students must take at least 90 credits from the table above.

Joint Pathway Requirements at Level 5

Joint Pathway students must take at least 45 credits and no more than 75 credits from the table above, to include one 30 credit module.

Minor Pathway Requirements at Level 5

Minor Pathway students must take at least 30 credits from the table above.

Work Placement Option					
BUSM3000	Work Placement	NA	O	Preparatory Workshops	(BUSM3000)

Optional Work Placement

Single Honours students may take an optional work placement year between Levels 5 and 6, leading to the award of a sandwich degree.

Level 6									
Module Code	Module Title	Credits (Number)	Status (Mandatory (M) or Optional (O))					Pre-requisites (Code in brackets indicates earlier modules, which would be accepted as alternative pre-requisites)	Exclusions (Code in brackets indicates earlier modules which would be also excluded)
			SH	Maj	J H	Min	DE		
BUSM3019	Managing Organisational Change	15	M	O	O	O	M	None	(BUSM3003 and BUSM3103)
BUSM3025	The External Legal Landscape	30	O	O	O	O	O	None	None
BUSM3029	International Business Strategy	15	M	O	O	O	M	None	(BUSM3004 and BUSM3101)
BUSM3039	Intercultural Perspectives	30	M	O	O	O	O	BUSM1029 (or BUSM1021 or BUSM1201) or BUSM1811	(BUSM3005 and BUSM3021 and BUSM3202 and BUSM3083)
BUSM3049	Business Project	30	O	O	O	O	O	None	(BUSM3001/2 and BUSM3040, BUSM3050, BUSM3059 and BUSM3090)

BUSM3069	Consultancy Project	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	None	(BUSM3001/2 and BUSM3040, BUSM3050, BUSM3049 and BUSM3090)
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BUSM3025	The External Legal Landscape	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	None	None
BUSM3119	Collaborative Leadership	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1031 or BUSM1301) or BUSM1812	(BUSM3011 and BUSM3012 and BUSM3322)
BUSM3219	Economics for Business	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	BUSM1029 (or BUSM1021 or BUSM1201)	(BUSM3021 and BUSM3202 and BUSM3083 and BUSM3022 and BUSM3201)
BUSM3319	Managing Emerging Issues	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1031 or BUSM1301) or BUSM1812	(BUSM3031)
BUSM3355	Strategic Business Improvement	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	COMP1381 or COMP2371	None
BUSM3419	Strategic Marketing	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	(BUSM3041 and BUSM3401 and BUSM3042)
BUSM3439	Brand Management	15	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	(BUSM3044 and BUSM3411)
BUSM3449	International Marketing	15	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	BUSM2449 (and BUSM3043 and BUSM3402)
BUSM3459	Services Marketing	15	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	None	BUSM2459
BUSM3469	Marketing for the Digital Age	15	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	None	None
BUSM3509	Strategic Financial Management	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	BUSM1029 (or BUSM1051 or BUSM1501)	(BUSM3051 and BUSM3052 and BUSM3070)
BUSM3539	International Banking & Finance	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1029 (or BUSM1051 or BUSM1501) or BUSM2811	(BUSM2057 and BUSM3057)
BUSM3549	IFRS for SMEs (Accounting placement students only)	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	BUSM2519 (or BUSM2051 or BUSM2501)	(BUSM3056)
BUSM3558	Audit and Ethics	15	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1029 (or BUSM1051 or BUSM1501) or BUSM2811	(BUSM2053)
BUSM3559*	Audit and Ethics (accredited)	15	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1029 (or BUSM1051 or BUSM1501) or BUSM2811	(BUSM2053)
BUSM3619	Contemporary Advertising: Apps, Guerillas, Viral & More	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	None

BUSM3589	Corporate Reporting and Performance Management	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM2519 or BUSM2811	(BUSM2569 and BUSM2579 and BUSM3569 and BUSM3579)
BUSM3629	Advertising Campaign	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	X	BUSM1039 (or BUSM1041 or BUSM1401)	(BUSM3061 and BUSM3414)
BUSM3719	Spin Doctors, Lobbyists & Other Hidden Persuaders	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	(BUSM2421 and BUSM3071 and BUSM3072)
BUSM3819	Innovation & Intrapreneurship	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1019 (or BUSM1001 or BUSM1101 or BUSM1301) or COMP1311 (or COMP1211) or BUSM2813	(BUSM3081 and BUSM2111 and BUSM3082)

BUSM3919	Strategic Challenges of HRM	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	BUSM1039 (or BUSM1031 or BUSM1301) or BUSM1812	(BUSM3091 and BUSM3311 and BUSM3092 and BUSM3312 and SOCG3018)
COMP3381	E-business	30	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	None	COMP2381 (and COMP3242 and COMP3271)

**BA (Hons) Specialist Awards –
all students must take the following modules, PLUS the modules listed in their TWO relevant specialist areas A-L below**

Module Code	Module Title	Credits (Number)	Status (Mandatory (M) or Optional (O))	Pre-requisites (Code in brackets indicates earlier modules, which would be accepted as alternative pre-requisites)	Exclusions (Code in brackets indicates earlier modules which would be also excluded)
BUSM3019	Managing Organisational Change	15	M	None	(BUSM3003 and BUSM3103)
BUSM3029	International Business Strategy	15	M	None	(BUSM3004 and BUSM3101)
BUSM3049	Business Project	30	O	None	(BUSM3001/2 and BUSM3040, BUSM3050, BUSM3059 and BUSM3090)
BUSM3069	Consultancy Project	30	O	None	None
A. BA (Hons) Specialist Awards in Accountancy					
BUSM3509	Strategic Financial Management	30	M	BUSM1029 (or BUSM1051 or BUSM1501)	(BUSM3051 and BUSM3052 and BUSM3070)
B. BA (Hons) Specialist Awards in Advertising					
BUSM3619	Contemporary Advertising: Apps, Guerillas, Viral & More	30	M	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	(BUSM3061 and BUSM3414)
C. BA (Hons) Specialist Awards in Business Law					
BUSM3025	The External Legal Landscape	30	M	None	None
D. BA (Hons) Specialist Awards in Economics					
BUSM3219	Economics for Business	30	M	BUSM1029 (or BUSM1021 or BUSM1201)	(BUSM3021 and BUSM3202 and BUSM3083 and BUSM3022 and BUSM3201)
E. BA (Hons) Specialist Awards in Entrepreneurship					
BUSM3819	Innovation & Intrapreneurship	30	M	BUSM1019 (or BUSM1001 or BUSM1101 or BUSM1311) or COMP1311 (or COMP1211) or BUSM2813	(BUSM3081 and BUSM2112 and BUSM3082)
F. BA (Hons) Specialist Awards in Finance					

BUSM3539	International Banking and Finance	30	M	BUSM2519 (or BUSM2051 or BUSM2501)	(BUSM3053 and BUSM3054)
G. BA (Hons) Specialist Awards in Human Resources					
BUSM3919	Strategic Challenges of HRM	30	M	BUSM1039 (or BUSM1031 or BUSM1301) or BUSM1812	(BUSM3091 and BUSM3311 and BUSM3092 and BUSM3312 and SOCG3081)
H. BA (Hons) Specialist Award in Information Systems					
BUSM3355	Strategic Business Improvement	30	M	None	None
I. BA (Hons) Specialist Award in Leadership					
BUSM3119	Collaborative Leadership	30	M	BUSM1039 (or BUSM1031 or BUSM1301) or BUSM1812	(BUSM3011 and BUSM3012 and BUSM3322)
J. BA (Hons) Specialist Award in Management					
BUSM3319	Managing Emerging Issues	30	M	BUSM1039 (or BUSM1031 or BUSM1301) or BUSM1812	(BUSM3031)
K. BA (Hons) Specialist Award in Marketing					
BUSM3419	Strategic Marketing	30	M	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	(BUSM3041 and BUSM3401 and BUSM3042)
L. BA (Hons) Specialist Award in Public Relations					
BUSM3719	Spin Doctors, Lobbyists & Other Hidden Persuaders	30	M	BUSM1039 (or BUSM1041 or BUSM1401) or BUSM2812	(BUSM3071 and BUSM2421 and BUSM3072)

Single Honours Requirements at Level 6

BA (Hons) Business Management

BA (Hons) Business Management single honours students must take 120 credits from the table above to include BUSM3019, BUSM3029 and BUSM3039.

BA (Hons) Business Management Direct Entrants

BA (Hons) Business Management Direct Entrant single honours students must take 120 credits from the table above to include BUSM3019 and BUSM3029.

BA (Hons) Specialist Awards

BA (Hons) Specialist Awards single honours students must take 120 credits from the table above to include BUSM3019, BUSM3029 and **either** BUSM3049 **or** BUSM3069, plus the modules listed in their TWO relevant specialist areas A-J above.

Joint, Major and Minor Honours Requirements at Level 6

Students following pathways in two subjects can adjust their studies at level 6 to take more modules in one subject or can maintain an equally balanced programme of modules in each subject. The precise award title (Joint Hons or Major/Minor Hons) depends on the total number of credit achieved in each subject at levels 5 and 6 – for further information see table at the end of this document.

Major Pathway Requirements at Level 6

Major Pathway students must take 90 credits from the table above.

Joint Pathway Requirements at Level 6

Joint pathway students must take 45, 60 or 75 credits (to make at least 105 credits over levels 5 and 6 in the subject, and no more than 135 credits over levels 5 and 6 in the subject), from the table above.

Joint pathway students who choose to take their Independent Study (equivalent) in this subject must take BUSM3049 or BUSM3069 (30 credits).

Joint pathway students must take one Independent Study (equivalent), either in this subject, in their other joint subject, or take JOIN3001/2 or JOIN3003 where an Independent Study covers both joint subjects.

Minor Pathway Requirements at Level 6

Minor pathway students must take 30 credits from the table above.

Credit requirements for awards involving two subjects

In determining whether an award derived from two subjects is Joint Honours (subject 1 **and** subject 2) or Major/Minor Honours (subject 1 **with** subject 2) credits taken in each subject at levels 5 and 6 will count as follows:

Subject 1	Subject 2	Award
120	120	Joint Honours
135	105	Joint Honours
150	90	Major/minor Honours
165	75	Major/Minor Honours
180	60	Major/Minor Honours