

Hertfordshire Business School

Title of Programme: BA (Hons) Management

Programme Code: BSMAN

## Programme Specification

This programme specification is relevant to students entering:  
01 September 2017

Associate Dean of School (Academic Quality Assurance):  
Joel Shahar



Signature

A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

---

### Summary of amendments to the programme:

Section	Amendment
G	UCAS Tariff points updated
Various	Weighting for language modules changed to 100% practical

If you have any queries regarding the changes please email [AQO@herts.ac.uk](mailto:AQO@herts.ac.uk)

# Programme Specification BA (Hons) Management

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

## Section 1

<b>Awarding Institution/Body</b>	University of Hertfordshire
<b>Teaching Institution</b>	University of Hertfordshire
<b>University/partner campuses</b>	De Havilland
<b>Programme accredited by</b>	Not applicable
<b>Final Qualification</b>	BA (Honours)
<b>All Final Award titles</b>	Management **
<b>(Qualification and Subject)</b>	Management with Language * **
<b>FHEQ level of award</b>	6
<b>UCAS code(s)</b>	N201
<b>Language of Delivery</b>	English

\*the specific language studied will be named in the Final Award title

\*\* Both of the above titles may have the following suffixes:

BA Honours (Sandwich)

BA Honours with a Year Abroad

BA Honours with Study Abroad

## A. Programme Rationale

This programme is intended for students who wish to follow a career in management. The managers of tomorrow will require a broad range of skills and capabilities and need to operate effectively in a rapidly changing and increasingly global business environment.

The programme provides a sound business education and aims to promote the employability of its graduates so that they can thrive in a very competitive employment market. It achieves this through a blend of academic study and skills development. Subject specific modules are supported by the skills modules and all students have the option to study a foreign language.

The programme offers a foundation in the subjects that underpin and contextualise business, as well as exploring the functional areas of financial management, human resource management, marketing, and operations management. It also introduces management and organisational theory, uses highly effective approaches to support decision making and problem solving, and develops awareness of international perspectives and cultural diversity. Students may also study a foreign language. In the second year students have the opportunity to study at one or more universities in the United States.

The programme runs over three years or four years, for the sandwich degree. Thus it can include an optional supervised work placement (of 36 weeks) in year three, which provides very valuable work experience that informs subsequent academic study and heightens business awareness and employability. Students also have the opportunity to study abroad (for one semester or a full academic year of study), and this enhances both cultural sensitivity and insight into overseas business practices.

## B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in [UPR TL03](#).

### Additionally this programme aims to:

- provide students with a foundation for graduate careers in management and for other careers in business
- enable students to undertake practical experience of management activities in order to inform professional competence
- provide a basis for postgraduate study;
- provide students with the opportunity to conceptualise and critically evaluate academic theories relating to management
- develop students' transferable and intellectual skills and to encourage them to become independent learners;
- provide students with the opportunity to gain appropriate employability skills within the global context.
- provide students with an opportunity to study a foreign language

## C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced to the QAA benchmark statements for General Business and Management and the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014) and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding	Teaching and learning methods	Assessment strategy
A1-the complexities of organisations and the way in which they are managed  A2- the local, national and international external environments in which organisations operate  A3- the basic principles and ethical considerations of business and organizations  A4-the functional areas of business  A5- the wide range of processes, procedures and practices of effective business management  A6- techniques for acquiring, interpreting and analysing information	Acquisition of knowledge and understanding is through a combination of lectures, tutorials, coursework and project work at all levels of the programme. These may be reinforced by way of an optional 36-week work placement.  Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	Knowledge and understanding are assessed through a combination of examinations and assessed coursework in the form of essay assignments, project reports, portfolios and presentations.

Intellectual skills	Teaching and learning methods	Assessment strategy
<p>B1- Apply a range of intellectual skills and competencies specific to Management</p> <p>B2-Utilise cognitive skills of critical thinking, analysis and synthesis</p> <p>B3 - Analyse and evaluate business information for decision-making purposes</p> <p>B4- Analyse and solve business problems using appropriate techniques</p> <p>B5-Analyse and evaluate the impact of the wider international, economic, political, legal and social environment on business organisations</p>	<p>Intellectual skills are developed through the programme by the methods and strategies outlined in section A, above.</p> <p>Cognitive skills are developed particularly at level 5 and level 6. Throughout, the learner is encouraged to develop intellectual skills further by independent study</p>	<p>Intellectual skills are assessed through examination and coursework.</p> <p>Assessment, which is both formative and summative, can take many forms, e.g. essay assignments, project reports, portfolios, presentations and IT-based activities.</p>
Practical skills	Teaching and learning methods	Assessment strategy
<p>C1- Apply and utilise relevant IT tools in the analysis and communication of business information</p> <p>C2- Conduct research into business and management issues through the creation, extraction and analysis of data from a range of sources</p> <p>C3- Work effectively within a team</p> <p>C4- Integrate business theory with practice via a 36 week work placement or the study of the work-based Level 6 Industry Practice module.</p> <p>C5- Apply a range of appropriate business techniques to analyse data to solve structured and unstructured business problems</p>	<p>Practical skills are developed through the programme by the methods and strategies outlined in sections A and B above.</p>	<p>Practical skills are assessed through coursework assignments, case study reports, presentations and IT-based activities.</p>
Transferable skills	Teaching and learning methods	Assessment strategy
<p>D1- Communicate effectively, both orally and in writing</p>	<p>Transferable skills (D1-D5) are developed through the programme by the methods and</p>	<p>D1 and D7 are assessed through coursework, oral presentations, project reports</p>

D2- Be an effective self-manager in terms of time, planning and behaviour, motivation, self-starting, individual initiative and enterprise

D3- Be self-aware, open and sensitive to diversity in terms of people, cultures, business and management issues

D4- Develop interpersonal skills of effective listening, negotiating, persuasion, and presentation

D5- Demonstrate the ability to use academic, enterprise and employability skills in both scholarly and work based environments

D6- Operate in the dynamic global arena and appreciate contemporary and cross cultural difference

D7 -Solve business problems and make business decisions effectively using appropriate quantitative and qualitative techniques

strategies outlined in sections A, Band C above. More specifically: D1 is developed through feedback on coursework reports, oral presentations and project reports;

D2 is encouraged throughout, and developed in coursework assignments, group and project work;

D3 is developed and promoted throughout the programme;

D4 is developed through group work, role play, the use of case studies and in the optional work placement; and

D5 is acquired through tutorials, group based coursework and in the work placement, and is further developed through language laboratory work, feedback on coursework reports, oral presentations and project reports.

Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan.

and examinations.

D2 is assessed by group based coursework assessment.

D3 is not directly assessed.

Skills D4 are assessed through role-play, case studies and the work placement report.

D5 and D6 are assessed within dedicated modules and throughout the programme.

## D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in full time (three years) and sandwich (four years) and part-time modes and leads to the award of a BA (Honours) Management or BA (Honours) Management (Sandwich) respectively.

Where applicable these titles will include “(With a Year’s Study Abroad)”, (With Study Abroad)” or “(With a Language)”.

Entry is normally at level 4 with suitable A-level or equivalent qualifications but it is possible to enter at Level 5 with suitable qualifications (e.g.120 relevant credits) or at Level 6 (e.g. 240 relevant credits).Intake is normally semester A (September).

### Professional and Statutory Regulatory Bodies

All students are eligible to apply for the Chartered Management Institute Certificate in Leadership Level 5.

### Work-Based Learning, including Sandwich Programmes

A sandwich award requires the successful completion of at least 36 weeks placement activity (or students can opt to take a maximum of two separate placements, neither of which should be normally less than 12 weeks in duration). Students at HBS are then required to submit and pass a Placement Portfolio in order to gain the suffix ‘(Sandwich)’ to their award. Information and support is available from the University’s Careers, Employment and Enterprise Service.

### Erasmus Exchange programme

The degree programme is open to all Erasmus students who select option choices from across the programme. For further details please contact the Programme Leader.

### Studying Abroad – Details on Study Abroad are available from the Study Abroad Office.

Students have the opportunity to study abroad (within Europe or world-wide), for one or two semesters, between Levels 5 and 6. The Study Abroad Office advises students on this process.

Students who have successfully completed Level 4 can choose to spend a year abroad, *additional* to their studies, studying either two semesters at the host institution, or mixing one semester of study abroad with a placement abroad (normally not less than 12 weeks in duration). Passing their studies will earn them the degree title suffix 'with a Year Abroad'. Programme Leaders must agree the Study Abroad. For students taking Study Abroad as additional to their UH studies, their degree classification is based on Level 5 and Level 6 grades gained from their UH modules, as for home UH students, as in the UPRs\*.

Additionally, students may also take the opportunity to study level 5 at a host institution *in place of their level 5 at UH*. This requires a very good match between the UH Level 5 and the host institution's Level 5 (NB Students should seek advice from their Programme Leader where their programme involves professional exemptions). Programme Leaders must agree the Study Abroad, and only students who pass all 120 credits of their Level 4 at UH may substitute Level 5 at UH with Level 5 abroad. For these students, their degree calculation is derived solely from final year grades gained from UH modules at Level 6.

Finally, students may opt to study just one semester abroad, to earn the suffix 'with Study Abroad'. This can be explored further with the Study Abroad Office.

\*Degree classification calculation information is available in the University Policies and Regulations (UPRs), AS14 Section D6. UPRs on Study Abroad are located within UPR AS11 in section 2.5.

### Language options and award title suffix

Students that take and pass a language in each semester qualify for a language suffix to their degree title, e.g 'BA (Hons) Management with French' (Chinese Mandarin, French, German, Japanese and Spanish available). Language modules are delivered by the Humanities School, and subject to that School's attendance requirement.

### Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the Honours award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

**Mode of study** Full Time**Entry point** Semester A**Level 4**

<b>Compulsory Modules</b> Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Accounting for Managers	4BUS1096	15	English	0	100	0	A
Economics for Business	4BUS1037	15	English	0	100	0	A
Principles of Marketing B	4BUS1010	15	English	0	100	0	B
Quantitative Methods for Management	4BUS1071	15	English	50	50	0	B
Introduction to Management	4BUS1027	30	English	0	65	35	A/B

<b>Optional Modules: Select 2 modules (30 credits), 1 per semester (15 credits)</b> Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Global Perspectives in Business	4BUS1060	15	English	0	100	0	A
Information Technology for Business and Management	4BUS1014	15	English	0	100	0	B
Work and Organisations	4BUS1024	15	English	50	50	0	B
Language	Various	15 & 15	English	0	0	100	A&B

Progression to Level 5 on the Honours route requires 120 credit points at Level 4. For students with less than 120 credits at Level 4 progression will be determined by the Programme Examination Board.

**Level 5**

<b>Compulsory Modules</b> Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Legal Issues for Managers	5LAW1002	15	English	50	50	0	A
Managing People	5BUS1037	15	English	0	100	0	A
Enhancing Employability	5BUS1085	15	English	0	100	0	A
Enterprise	5BUS1080	15	English	0	100	0	B
Principles of Operations Management	5BUS1023	15	English	60	40	0	B



### Optional Modules

Select 3 modules (45 credits) in semester A and 2 modules (30 credits) in semester B

#### Module Titles

	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Business Analysis Tools	5BUS1185	15	English	50	50	0	A
European Consumer Markets: Issues and Trends	5BUS1065	15	English	0	70	30	A
Management Accounting for Business Decisions	5BUS1038	15	English	70	30	0	A
Cross-Cultural Management	5BUS1054	15	English	70	30	0	B
European Employment Relations	5BUS1055	15	English	60	40	0	B
Exploring Business Ethics	5BUS1049	15	English	70	30	0	B
Financial Management	5BUS1046	15	English	60	40	0	B
Project Planning and Control	5BUS1008	15	English	0	100	0	B
Language	Various	15&15	English	0	0	100	A&B

Progression to level 6 on the Honours route requires 240 credit points at levels 4 and 5, of which at least 120 credit points must be at level 5. For students with less than 240 credit points at levels 4 and 5 progression will be determined by the Programme Examination Board.

### Placement Year (Optional)

Students who have attained the progression requirements for level 6 may undertake a placement of at least 36 weeks before commencing their level 6 studies. The award of a Management (Sandwich) degree will require the successful completion of the placement period and the submission of a placement portfolio which reaches a pass standard.

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
HBS Placement	6BUS1228	15	English	0	100	0	A&B

### Level 6

### Compulsory Modules

#### Module Title

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Contemporary Issues in Business and Management	6BUS1101	15	English	0	100	0	A
Organisational Behaviour	6BUS1142	15	English	50	50	0	A
Strategic Leadership in a Changing World	6BUS1059	30	English	50	50	0	A&B
Industry Practice in Management*	6BUS1146	15	English	0	100	0	B
Creative Problem Solving for Managers (Alternative Core for SANDWICH STUDENTS ONLY)	6BUS1047	15	English	50	50	0	B

\* For students who have successfully completed a one year work placement, Industry Practice may be replaced with the following module:-



### Optional Modules

Select 3 modules (45 credits):-

1 module (15 credits) in semester A and

2 modules (30 credits) in semester B

#### Module Titles

	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Management Science in Business	6BUS1083	15	English	70	30	0	A
Service Operations Management	6BUS1066	15	English	60	40	0	A
Small Business Management	6BUS1065	15	English	50	50	0	A
Creative Problem Solving for Managers	6BUS1047	15	English	50	50	0	A
Advanced Project and Risk Management	6BUS1012	15	English	60	40	0	B
Global Marketing, Ethics and Culture	6BUS1025	15	English	60	40	0	B
Forecasting Methods for Managers	6BUS1026	15	English	0	100	0	B
International Financial Management	6BUS1041	15	English	70	30	0	B
International Human Resource Management	6BUS1019	15	English	70	30	0	B
Supply Chain Management	6BUS0273	15	English	70	30	0	B
Language	Various	15&15	English	0	0	100	A&B
Dissertation - Management	6BUS1016	30	English	0	100	0	A&B
Including Research Methods	6BUS1086	0	English	0	100	0	A

The award of an honours degree requires 360 credit points, with at least 240 credit points at level 5 or above, of which at least 120 credit points must be at level 6. An unclassified degree requires 300 credit points, with at least 180 credit points at level 5 or above, of which at least 60 credit points must be at level 6. In addition, for a Management (Sandwich) degree, students must successfully complete the placement year and must achieve pass standard for the Placement Portfolio.

#### Honours classification

The University has approved structure and assessment regulations common to all programmes. Full details are provided in [UPR AS14](#), Section D.

#### Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
BA (Hons)	Management	360 credit points including 240 at level 6/5 of which 120 must be at level 6	6	All programme learning outcomes (see Table 2)
BA (Hons)	Management (Sandwich)	360 credit points including 240 at level 6/5 of which 120 must be at level 6. Minimum of a 36 week approved and supervised placement plus successful completion of the Placement Portfolio	6	All programme learning outcomes (see Table 2)

BA (Hons)	Management with a Year Abroad	360 credit points including 240 at level 6/5 of which 120 must be at level 6. With one academic year of study at an approved Institution in Europe or world wide	6	All programme learning outcomes (see Table 2)
BA (Hons)	Management with <language>	360 credit points including 240 at level 6/5 of which 120 must be at level 6. 30 credits of language need to be successfully completed at Levels 4, 5 and 6.	6	All programme learning outcomes (see Table 2)
BA (Hons)	Management with Study Abroad	360 credit points including 240 at level 6/5 of which 120 must be at level 6. With one academic semester of study at an approved Institution in Europe or world wide	6	All programme learning outcomes (see Table 2)

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
University Certificate		45 credit points at level 4	4	See UPR AS11, section 13: <a href="http://sitem.herts.ac.uk/secreg/upr/AS11.htm">http://sitem.herts.ac.uk/secreg/upr/AS11.htm</a>
Certificate of Higher Education		120 credit points at level 4	4, 5	See UPR AS11, section 13: <a href="http://sitem.herts.ac.uk/secreg/upr/AS11.htm">http://sitem.herts.ac.uk/secreg/upr/AS11.htm</a>
Diploma of Higher Education		240 credit points including at least 120 at level 5	5, 6	See UPR AS11, section 13: <a href="http://sitem.herts.ac.uk/secreg/upr/AS11.htm">http://sitem.herts.ac.uk/secreg/upr/AS11.htm</a>
BA	Management	300 credit points including 180 at level 6/5 of which 60 must be at level 6	6	A1, A2, A4, A5, A6, B1, B2, B4, C1, C2, C3, C5, D1, D2, D3, D5, D7
BA	Management (sandwich)	300 credit points including 180 at level 6/5 of which 60 must be at level 6. Minimum of a 36 week approved and supervised placement plus successful completion of the Placement Portfolio	6	A1, A2, A4, A5, A6, B1, B2, B4, C1, C2, C3, C4, C5, D1, D2, D3, D5, D7

BA	Management with a Year Abroad	300 credit points including 180 at level 6/5 of which 60 must be at level 6. With one academic year of study at an approved Institution in Europe or world wide	6	A1, A2, A4, A5, A6, B1, B2, B4, C1, C2, C3, C5, D1, D2, D3, D5, D6, D7
BA	Management with <language>	300 credit points including 180 at level 6/5 of which 60 must be at level 6. 30 credits of language need to be successfully completed at Levels 4, 5 and 6.	6	A1, A2, A4, A5, A6, B1, B2, B4, C1, C2, C3, C5, D1, D2, D3, D5, D6, D7
BA	Management with Study Abroad	300 credit points including 180 at level 6/5 of which 60 must be at level 6. With one academic semester of study at an approved Institution in Europe or world wide	6	A1, A2, A4, A5, A6, B1, B2, B4, C1, C2, C3, C5, D1, D2, D3, D5, D6, D7

## Programme-specific assessment regulations

The programme complies with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) and [UPR AS14](#)) with the exception of those listed below, which have been approved by the University:

- There are two situations where, as a consequence of a perceived lack of engagement with the associated teaching and learning processes, the HBS Module Board of Examiners will normally not permit referral in an individual module (FREF):  
 (a) Where the aggregate mark in any Module is less than 20%, and/or  
 (b) Where, at Levels 4 and 5 only, a student has been absent from more than 3 tutorial feedback sessions in a Semester.  
 In these situations students will be required to repeat the diet of study (FREN) prior to re-assessment.
- Students who study abroad for one or two semesters at level 5 will be required to take 60 credits (30 ECTS) per semester at the partner institution. Students will receive credits based on their results from the partner institution (using appropriate grade translations). These will take the place of the 60 credits per semester that would have been studied in the University. These grades may not be used to replace failed modules.
- Students who repeat a module and do not gain a pass grade may, after consultation with the Programme Leader and confirmation by the Head of Undergraduate Programme Development, be permitted to study another appropriate module from the Business School portfolio. Permission will only be given if the student's total programme of study covers all the learning outcomes of their pathway within the Management Programme.

- Any student completing the Placement year will only be awarded the Sandwich title where they have successfully completed the Placement Portfolio.

---

## E. Management of Programme & Support for student learning.

### Management

The programme is managed and administered through:

- Dean of School
- The Head of Department who has delegated responsibility for programmes in the School of Business
- Programme Leaders or Year Tutors who are responsible for the day to day management. Each is responsible for a specific year of the programme but can also advise students on the programme as whole
- An Admissions tutor with specific responsibility for open days and selection
- Designated administrators to deal with day to day administration associated with the programme
- Module Co-ordinators who are responsible for individual modules
- A Placements Officer to assist with the procurement of placements
- A programme committee, the membership of which includes student representatives from each level of Study and key members of the Business School

### Support

Students are supported by:

- A Year /Programme Leader to help students understand the programme structure
- A Year /Programme Leader to provide academic and pastoral support
- Student representatives on programme committee
- The Hertfordshire Business School Information Point
- Centre for Academic Skills Enhancement (CASE)
- A Study Abroad Office
- An International and Direct Entry Support Tutor
- An Exchange Programme Coordinator
- A designated programme administrator
- An induction week at the beginning of each new academic session
- Overseas Orientation
- StudyNet, a versatile on-line interactive intranet and learning environment
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in two Learning Resource Centres
- A substantial student centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support etc.
- Office of dean of Students, incorporating Chaplaincy, Counselling and Nursery.
- Medical Centre
- A Mathematics Drop-In Centre
- University Disability Advisors
- An Equal Opportunities Officer
- Students' Union
- Guided student centred learning on StudyNet module sites
- A Careers and Placement Office Team for current students and graduates

---

## F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A Programme (or Student) Handbook;

- A Definitive Module Document (DMD) for each constituent module;
- A Module Guide for each constituent module.

The [A-Z of the University of Hertfordshire](#) is an introduction to the academic, social, cultural and sporting services and opportunities available at the University of Hertfordshire, and includes the Student Charter and Student Code of Conduct.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: <http://www.herts.ac.uk/secreg/upr/>. In particular, [UPR SA07](#) 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

The UK Quality Assurance Agency for Higher Education (QAA) has confirmed the quality and standards of provision at the University of Hertfordshire. A key part of QAA's role is to review and report on how universities maintain their academic standards and quality, to inform students and the wider public. The team of QAA reviewers visited the University of Hertfordshire in 2015/16 and judged that its academic standards, the quality and enhancement of its students' learning experience, and the quality of information about this learning experience all meet UK expectations. In other words, the University meets national requirements for standards and quality. The QAA's report can be accessed at: <http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007147#.V-KHajXy0nE>

## G. Entry requirements

The normal entry requirements for the programme are:

- 96-112 UCAS points from qualifications which include a minimum of two GCE A levels/AVCEs or one GCE/ AVCE Double Award', or
- An overall pass in an Access to Higher Education Diploma with a Merit profile in 45 Level 3 credits, or
- Equivalent qualifications to be assessed by the Admissions Tutor

Plus

- GCSE English Language and Mathematics at grade C or above, or qualifications recognised as equivalent by the University on its website at <http://www.herts.ac.uk/apply/entry-requirements/undergraduate-degrees/gcse-equivalent-entry-requirements>.

**NB – Required GCSE grade is 4 for where exams are taken from 2017 onwards.**

A minimum IELTS score of 6.0\* or qualifications recognised as equivalent by the University on its website at <http://www.herts.ac.uk/apply/entry-requirements/undergraduate-degrees> will be accepted as alternative to GCSE English Language at grade C.

[\*IELTS at no lower than 5.5 in every band]

### Non-standard entry to the programmes

The Hertfordshire Business School Undergraduate Admissions Team makes all admissions decisions regarding non-standard applications, including those from elsewhere in the EU and those for direct entry above Level 4.

Applicants with prior relevant undergraduate study and who meet the necessary English and Mathematics requirements are eligible to be considered for entry to the programme at Level 5 or Level 6. They should have 120 credit points at Level 4 or equivalent to join at Level 5, plus a further 120 credit points at Level 5 or

equivalent to join at Level 6. The modules making up the previous 120 credit points of study must normally be passed at the first attempt and should contribute to an overall grade average of at least 55%.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in [UPR SA03](#)), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

---

If you would like this information in an alternative format please contact:  
Julian De Villez, Programme Leader: [j.devillez@herts.ac.uk](mailto:j.devillez@herts.ac.uk)

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to [aqo@herts.ac.uk](mailto:aqo@herts.ac.uk)

## BA (Honours) Management

**Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules**

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

			Programme Learning Outcomes (as identified in section 1 and the following page)																						
			Knowledge & Understanding						Intellectual Skills					Practical Skills					Transferable Skills						
	Module Title	Module Code	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	D6	D7
Level 4	Introduction to Management	4BUS1027	x		x	x			x		x		x	x	x	x			x	x	x	x	x		
	Accounting for Business	4BUS1043				x	x	x	x	x	x	x		x	x			x	x						x
	Principles of Marketing B	4BUS1050	x	x		x	x	x	x		x	x		x	x			x	x			x			
	Economics for Business	4BUS1037		x		x		x	x			x	x	x					x						
	Quantitative Methods for Management	4BUS1071	x			x	x	x	x	x	x	x		x				x	x						x
	Global Perspectives in Business (optional)	4BUS1060	x	x	x				x				x	x	x	x			x	x	x	x		x	
	IT for Business and Management (optional)	4BUS1014	x			x	x	x	x	x	x	x		x		x		x	x	x		x			x
	Work and Organisations (optional)	4BUS1024	x	x	x		x		x	x			x		x				x		x			x	
Level 5	Legal Issues for Managers	5LAW1002		x		x			x	x	x			x	x			x	x						x
	Managing People	5BUS1037	x	x	x	x	x		x		x			x		x		x	x		x	x			
	Enterprise	5BUS1080	x	x		x	x	x	x	x	x	x	x	x	x			x	x	x	x	x	x	x	x
	Enhancing Employability	5BUS1085	x	x			x	x	x		x	x	x	x		x			x	x	x	x	x		x
	Principles of Operations Management	5BUS1023	x	x		x	x	x	x	x	x	x	x	x				x	x						x
	Business Analysis Tools (optional)	5BUS1185	x					x			x			x			x	x							x
	European Consumer Markets: Issues and Trends (optional)	5BUS1065		x			x	x		x					x			x			x			x	
	Management Accounting for Business Decisions (optional)	5BUS1038	x			x	x	x	x			x	x					x							x
	Cross-Cultural Management (optional)	5BUS1054	x	x	x		x			x			x		x						x			x	
	European Employment Relations (optional)	5BUS1055		x	x			x							x	x			x		x	x	x	x	
	Exploring Business Ethics (optional)	5BUS1049	x		x				x				x		x						x				
	Financial Management (optional)	5BUS1046	x			x		x	x		x	x						x							x
	Project Planning and	5BUS1008	x			x		x	x		x	x						x					x		x



	Control (optional)																								
	Placement Year		x	x		x	x	x	x	x		x		x		x	x	x	x	x	x	x	x		x
Level 6	Organisational Behaviour	6BUS1142	x	x	x	x	x		x		x	x	x	x	x	x		x	x		x	x	x		
	Strategic Leadership in a Changing World	6BUS1059	x	x	x	x	x		x	x	x	x	x	x	x	x		x	x		x	x	x	x	x
	Contemporary Issues in Business and Management	6BUS1101	x	x	x	x	x	x	x				x	x	x	x			x		x	x		x	
	Industry Practice	6BUS1125	x	x		x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x		x
	Management Science in Business (optional)	6BUS1083				x			x	x	x	x		x	x			x							x
	Service Operations Management (optional)	6BUS1066	x	x	x	x				x	x	x			x				x				x		x
	Small Business Management (optional)	6BUS1065	x	x	x	x	x		x			x	x		x										x
	Creative Problem Solving for Managers (optional)	6BUS1047	x		x	x	x	x	x	x	x	x			x	x		x		x	x	x			x
	Advanced Project and Risk Management (optional)	6BUS1012	x	x		x		x	x			x		x				x		x			x		x
	Global Marketing, Ethics and Culture (optional)	6BUS1025		x	x		x			x		x			x				x	x				x	
	Forecasting Methods for Managers (optional)	6BUS1026	x	x			x	x			x			x	x		x		x						x
	International Financial Management (optional)	6BUS1041	x	x			x	x			x				x			x	x						x
	International Human Resource Management (optional)	6BUS1019	x	x	x					x					x	x			x		x	x		x	
	Supply Chain Management (optional)	6BUS0273	x	x		x		x	x	x		x			x			x	x		x			x	x
	Dissertation – Management Including Research Methods	6BUS1016 6BUS1086	x				x	x		x		x		x	x				x	x		x		x	x

## KEY TO PROGRAMME LEARNING OUTCOMES

### Knowledge and Understanding e.g.

- A1.- the complexities of organisations and the way in which they are managed
- A2. - the local, national and international external environments in which organisations operate
- A3.- the basic principles and ethical considerations of business and organizations
- A4.- the functional areas of business
- A5.- the wide range of processes, procedures and practices of effective business management
- A6 - techniques for acquiring, interpreting and analysing information

### Intellectual Skills e.g.

- B1 -Apply a range of intellectual skills and competencies specific to Management
- B2. - Utilise cognitive skills of critical thinking, analysis and synthesis
- B3. Analyse and evaluate business information for decision-making purposes
- B4- Analyse and solve business problems using appropriate techniques
- B5 - Analyse and evaluate the impact of the wider international, economic, political, legal and social environment on business organisations

### Practical Skills

- C1. -Apply and utilise relevant IT tools in the analysis and communication of business information
- C2. -Conduct research into business and management issues through the creation, extraction and analysis of data from a range of sources
- C3.- Work effectively within a team
- C4. -Integrate business theory with practice via a 36 week work placement or the study of the work-based Level 6 Industry Practice module.
- C5. -Apply a range of appropriate business techniques to analyse data to solve structured and unstructured business problems

### Transferable Skills

- D1. -Communicate effectively, both orally and in writing
- D2.- Be an effective self-manager in terms of time, planning and behaviour, motivation, self-starting, individual initiative and enterprise
- D3.- Be self-aware, open and sensitive to diversity in terms of people, cultures, business and management issues
- D4 - Develop interpersonal skills of effective listening, negotiating, persuasion, and presentation
- D5. - Demonstrate the ability to use academic, enterprise and employability skills in both scholarly and work based environments
- D6 -Operate in the dynamic global arena and appreciate contemporary and cross cultural difference
- D7 - Solve business problems and make business decisions effectively using appropriate quantitative and qualitative techniques

## Section 2

### Programme management

**Relevant QAA subject benchmarking statements**  
**Type of programme**  
**Date of validation/last periodic review**  
**Date of production/ last revision of PS**  
**Relevant to level/cohort**  
**Administrative School**

General Business and Management

Undergraduate  
 February 13  
 March 17  
 All students entering September 2017  
 Hertfordshire Business School

Table 3 Course structure

Course details					
Course code		Course description			JACS
BSMAN		BA (Honours) Management			N200
Course Instances					
Instances code	Intake	Stream	Instances Year	Location:	Mode of study
MAN1F	A	Management	1	Hatfield	Full-time
MAN1S	A	Management	1	Hatfield	Full-time/sandwich
MAN2F	A	Management	2	Hatfield	Full-time
MAN2S	A	Management	2	Hatfield	Full-time/sandwich
MAN3F	A	Management	3	Hatfield	Full-time
MAN3S	A	Management	3	Hatfield	Sandwich
MAN4S	A	Management	4	Hatfield	Sandwich
MAN1P	A	Management (Part-time)	1	Hatfield	Part-time
MAN2P	A	Management (Part-time)	2	Hatfield	Part-time
MAN3P	A	Management (Part-time)	3	Hatfield	Part-time
MAN4P	A	Management (Part-time)	4	Hatfield	Part-time
MAN5P	A	Management (Part-time)	5	Hatfield	Part-time
MAN6P	A	Management (Part-time)	6	Hatfield	Part-time