

Programme specification

Award title: Management (Full time, Semester A Intake)

Title of programme:	Management (Full time, Semester A Intake)
Programme code:	BSMANG
Awarding institution/body:	University of Hertfordshire
Teaching institution:	University of Hertfordshire
School:	Hertfordshire Business School
University/partner campuses:	University of Hertfordshire, Hatfield Campus
Programme accredited by:	Chartered Management Institute (CMI)
Final qualification:	Bachelor of Arts with Honours (BA (Hons))
Final award title (qualification and subject):	BA (Hons) Management
UCAS code:	N200
FHEQ level of award:	6
Language of delivery:	English
This programme specification is relevant to:	2026-27
Students entering at:	Semester A
Related programmes:	Management with Placement Year (Full time, Semester A Intake) BA (Hons) Management with a Year Abroad (Full time, Semester A Intake) BA (Hons)
Mode of study:	Full Time
Typical duration:	3 Years
Version:	1.1
Version date:	11 Jun 2026
Version description	1.1
Validation status:	Validated

What is a programme specification?

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.

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.

Changes to your course or modules

Although it is never something we do lightly, we may in certain circumstances, make changes to the advertised content or structure or methods of delivery of your course or individual modules after you have accepted your offer, which may in certain cases include discontinuing a module. We cannot cover here every possible example of when we might decide to do so, but in normal circumstances it would only be for one or more of the following reasons:

- to reflect changes to the theory in an area of research or practices around the subject or its delivery
- to improve a course or a module (for example, to take account of feedback from students)
- to safeguard academic standards
- to comply with the requirements of an external professional, commissioning or accrediting body (for example, a requirement that certain course content be added, changed or removed or that a particular module is discontinued or included)
- to comply with legal, regulatory or governmental requirements
- to safeguard the health, safety and wellbeing of our students and staff
- where insufficient students have chosen an optional module making it unviable (*and where we have indicated in this Programme Specification that this might be a possibility*)
- where the University has found it difficult, for reasons beyond its control, to appoint a member of staff with appropriate expertise to ensure that an optional module can proceed where the change results from other circumstances outside our reasonable control

If we decide to make a change (other than one which is minor or insignificant) before you have registered on the course for the first time, we will inform you as soon as reasonably practicable so that you can decide whether or not you still wish to study with us. If as a consequence you decide not to study with us, we will refund any tuition fees and/or deposit that you have paid in advance in respect of the course in question. For further details regarding our refund policy please see our ***Fees and Finance Policy***.

If we decide to make a change (other than one which is minor or insignificant) after you have registered, we will similarly inform you as soon as reasonably practicable, and we will also use every reasonable effort to minimise any adverse effect it may have on you. If in spite of our efforts

the change is likely to have a serious adverse effect on you (for example, by prejudicing your future choice of career), we will try to find you a suitable alternative course or module with us or (if you prefer) we will try to suggest a suitable alternative course with another education provider. If you change course or module in these circumstances (or simply withdraw from your course), any entitlement you may have to a refund in tuition fees you have already paid will be determined in accordance with our **Fees and Finance Policy**.

In the case of a material change to a course or module, we will also in appropriate circumstances consult with student representatives with a view to identifying options for, and minimising any adverse effect on, affected students.

Some optional modules may have capacity issues and therefore we may not be able to guarantee you a place on your first choice.

More information about how we will try protect you against changes to your modules or programmes can be found in our **Student Protection Plan** at <https://www.herts.ac.uk/study/your-offer-package>

Additional important points

The programme is offered in two modes: full time (3 years) and sandwich (4 years). The sandwich route provides students with the opportunity to take a placement, undertake registered self-employment or study abroad. Students may also combine one semester abroad with a placement or self-employment. Students who take the sandwich option are required to submit and pass a placement portfolio in order for the sandwich option taken to be reflected in the title of the degree they are awarded.

Alongside the degree students have the opportunity to gain a professional qualification with the Chartered Management Institute (CMI) (subject to approval)

This programme is not offered for part-time study.

The programme offers students the option to undertake either an assessed work placement or a study abroad experience, provided they meet the relevant academic requirements.

Admissions information

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

BTEC	DMM
A Level	BBC
International Baccalaureate	120 points
English Language Proficiency	6.0
GCSE	English Language Grade 4 Maths Grade 4

Equivalent qualifications will be considered on an individual basis, such as the Access to HE Certificate or approved equivalent.

If you would like this information in an alternative format, please contact us via <https://ask.herts.ac.uk/contact-us>

If you wish to receive a copy of the External Examiner's Report for the programme, please email a request to ago@herts.ac.uk

Additional admissions information

Interview/audition required:	No
Portfolio required:	No
DBS check required:	No
Occupational health check required:	No
GTC check required:	No

The academic year

The University's academic year is made up of 3 Semesters. For most undergraduate students the academic year is split into two Semesters (A & B). Each of these is made up of teaching weeks followed by exams (the re-sit period falls within Semester C). For further information please follow the link below

[Term and semester dates | Study | Uni of Herts](#)

Expected workload

In the UK, a full-time student is expected to spend 1200 hours on their studies each year. Please find below an estimate of how your time will be spent on this course during each year of study.

Year	Lectures, seminars, tutorials	Independent study	Placement
Year 1	18%	82%	0%
Year 2	18%	82%	0%
Year 3	18%	82%	0%

Method of assessment

Year	Test	Written exam	Coursework	Practical
Year 1	0%	0%	100%	0%
Year 2	0%	0%	100%	0%
Year 3	0%	0%	100%	0%

Additional expenses

Please see below a list of expected materials you will need for your studies. You will be given detailed lists when the course starts.

Title	Description	Value type	Cost (£)
Additional Costs - Optional	CMI membership	Approximate	£174
Equipment - Optional	Laptop Undergraduate study on this programme requires regular use of a laptop for research, coursework, and accessing digital learning resources. While on-campus computer facilities are available, students are strongly encouraged to have their own device to support independent study and ensure flexibility. A mid-range laptop capable of running standard productivity software and internet applications is typically sufficient. The average cost is estimated at £400–£800, though refurbished or second-hand models may offer a more affordable option.	Approximate	£600

Confirmation of Acceptance of Studies (CAS) Extension Fee	Any sponsored student who requires a CAS to extend their student visa for their current programme will be required to pay the cost of producing the CAS as charged to the University by UKVI. The fee will be amended in line with future changes to UKVI fees. Details can be found - UK visa fees - GOV.UK Note: this fee is correct as at 23/04/2026 but is subject to change in the event of a fee increase by UKVI. The applicable fee will be the fee charged by UKVI at the time you request the extension to your CAS. Up to date details of UKVI fees can be found via UK visa fees - GOV.UK https://www.gov.uk/government/publications/visa-regulations-revised-table	Exact	£55
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*Costs vary subject to supplier.

** This is an indicative cost – how much you use and need to replace these supplies will depend on your own style of working and process.

Programme specification detail

A: Programme rationale

This programme is for students who aspire to pursue a career in management, whether working for a private, public or third sector organisation or working for themselves as a start-up or in a family business. The programme focuses on the needs of local and regional markets and is designed to enhance the employability or potential for self-employment of graduates through a combination of academic rigour and practical application. The teaching and learning is therefore underpinned by academic and industry research and work on industry focused projects which align with the skills and knowledge required in contemporary business settings.

The programme is designed to deliver a holistic learning experience; through modules which are largely multidisciplinary. Structuring learning in this way reflects the reality of managing in business and enables students to develop their understanding of the way in which different areas of business need to work alongside each other. This meets the needs of the market by developing students' appreciation of the many competing demands that managers face and the need to balance these to achieve successful business outcomes.

Central to achieving the learning outcomes is the opportunity for students to apply, reflect on and develop their knowledge and skill set as future business managers. The programme specifically embeds core transferrable skills such as problem solving, team working and ideation to prepare graduates for managerial roles.

Students will have the opportunity to graduate with professional certification from the Chartered Management Institute (CMI) at a foundation level. This is embedded in the teaching and learning outcomes so that alongside their degree they are more industry-ready and equipped with a qualification that is highly valued by employers or can be used in their own business. It also allows for students to go on to further study beyond level 6 if they wish.

B: Educational aims of the programme

Diversity and Inclusion

Our programmes are purposefully designed to enable all students to engage meaningfully with the curriculum by being accessible and representative. We will support students to shape their learning experience, removing barriers and enabling them to succeed. The curriculum explicitly includes multiple and representative perspectives, valuing collective identities and individual diversity. Learning, teaching and assessment activities help students to understand how they can enhance outcomes both for themselves and for others. All students belong to a learning community, and during their studies we really want to hear their voices, encourage them to listen to others, and express themselves.

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

<https://www.herts.ac.uk/about-us/our-leadership-strategy-and-plans/our-governance-and-leadership>

Additionally this programme aims to:

Equip students with theoretical knowledge and practical skills required to meet the multifarious demands required of the modern manager.

Develop critical, analytical and innovative thinking skills to manage the dynamics of modern

business and management so that graduates are ready to appraise problems and offer tailored business solutions that reflect the organisations priorities and ethical considerations.

Develop subject specialist skills and where appropriate sector knowledge needed for a career in management or for further professional and academic studies

Prepare graduates who can work in diverse teams through group projects which involve work both in and outside of the classroom.

Prepare graduates for roles in management by ensuring they become responsible decision makers and are equipped with an understanding of and the skills to think and act ethically, embrace transparency and communicate openly.

Prepare graduates to enter the workplace and manage their future prospects by ensuring they recognise and can act on the need for career readiness and ongoing professional development by encouraging the development of an open mindset and through a blend of foundational knowledge, hands-on experience and industry-relevant projects

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 in the QAA benchmark statements for <Business and Management > (2023) and the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2024) and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2021) have been used as a guiding framework for curriculum design.

Programme outcomes

Learning outcomes are split into four different types.

Intellectual skills

On successful completion of this programme, a student will be able to:

- IS1 Apply critical thinking and problem-solving skills to real-world management scenarios.
- IS2 Conduct independent research and present findings in a coherent and logical manner.
- IS3 Apply advanced problem-solving skills to address real-world challenges, showcasing readiness for graduate-level roles.
- IS4 Use systematic approaches to identify, analyse, and solve management-related problems.

Knowledge and understanding

On successful completion of this programme a student will have knowledge and understanding of:

- KU1 Business and management theories, concepts, and practices, including human resource management, leadership and organisational behaviour.
- KU2 The ethical, social and environmental responsibilities of organisations.
- KU3 The impact of global economic, political, and social factors on organisational operations, performance and outcomes.
- KU4 The principles of financial management, including budgeting, financial analysis, and investment decision-making.
- KU5 The process of strategy formulation, implementation, and performance evaluation.

Practical skills

On successful completion a student will be able to:

- PS1 Utilise business software and tools for data analysis, project management, and financial planning and information presentation.
- PS2 Apply creative and innovative thinking to develop practical solutions to organisational challenges.
- PS3 Evaluate the credibility and relevance of information from various sources.
- PS4 Analyse financial statements and interpret financial data for decision-making.

Transferable skills

On successful completion of this programme, a student will be able to:

- TS1 Develop effective communication skills, both written and verbal, for business contexts.
- TS2 Demonstrate leadership and decision-making skills in various management situations.
- TS3 Demonstrate adaptability and resilience, by engaging with a range of professional experiences and reflecting on their impact on career development.
- TS4 Foster an inclusive and diverse workplace environment.

Graduate Attributes

Graduate Attributes are delivered in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the development of the Graduate Attributes (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own personal and professional development as the programme progresses.

- GA1 Professionally Focused
- GA2 Globally Minded
- GA3 Sustainability Driven
- GA4 Digitally capable and confident
- GA5 Inclusive and collaborative
- GA6 Evidence based and ethical

D: Teaching methods

Knowledge and Understanding (KU):

Acquisition of knowledge and understanding is through a combination of workshops, experiential and problem based learning sessions at all levels of the programme.

Students will learn through the application of theory and concepts to real world situations. In-class, tutors will contextualise core concepts and through the combination of action learning, critical thinking and practical application students will develop their skills and understanding.

There will be a continuous focus on employability with students encouraged to prepare students for professional careers. This will involve exposure to real-world problems and the complexities of management decision making. This will include assessing risk and seeking a balance between what is practical and desirable in a given operating environment.

Throughout, the learner is encouraged to reflect on their knowledge and understanding and undertake independent study both to supplement and consolidate what is being taught/learnt to broaden their individual command of management.

Intellectual Skills (IS):

Students will develop their intellectual skills through action learning which involves being able to develop their critical thinking, conduct independent research and apply a responsible and ethical management approach to the scenarios and problems they are presented with.

They will develop these skills through collaboration, co-operation and project development. Underscoring these activities will be input from tutor through formative and summative feedback to support the learning and development.

Throughout, the learner is encouraged to support their intellectual growth by reflection and independent study.

Practical Skills (PS):

Through the teaching and learning there will be an emphasis on the applicability and suitability of solutions defined, recommendations and proposals made.

Students will be presented with data designed to develop their ability to gather, synthesise and structure information which will support their proposals. The use of digital tools will be embedded in students learning and they will be encouraged to further their use of technology through badges and certifications where appropriate.

Reflecting the importance of visualisation, communication and the need to consider innovative approaches, students will frequently be required to identify what and how to communicate in order to engage various stakeholders.

Planning and managing projects will be central to the practical skills student will develop. They will be introduced to time and project management concepts by tutors and will work in diverse teams to meet milestones and complete deliverables.

Transferable Skills (TS):

Alongside the development of knowledge, practical and intellectual skills the future managers on this programme will be equipped to assess risk, negotiate their position, communicate findings and make proposals.

Through the experiential learning approach which underpins each module the student develop their ability to recognise their strengths, diagnose areas for improvement and plan to address them. Reflective practice and personal development will be a cornerstone of students' learning throughout this programme.

The programme provides multiple opportunities for both team working and individual work and encourages persuasive skills through role play and in-session experiences such as team challenges and discussions.

Decision making based on fairness, honesty and respect for others is encouraged throughout.

Graduate will emerge confident and able to work in a variety of organisational environments locally, regionally and internationally.

E: Assessment strategy

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:

<https://www.herts.ac.uk/about-us/our-leadership-strategy-and-plans/our-governance-and-leadership/university-policies-and-regulations-uprs>

Assessment Strategy for:

Knowledge and Understanding (KU):

Knowledge and understanding are assessed through a variety of assessment types. At level 4 these typically reflect traditional style assessments to help student transition into Higher Education. As the students progress the style and method of assessment become more demanding in terms of style and content, designed to reflect what will be expected in future employment.

The types of assessment for knowledge and understanding are typically in class test, case study, written report, reflection and presentation.

The assessments will require the students to demonstrate their learning through: answering questions on topics, theories; application to case study scenarios; writing up their analysis of scenarios they have worked through, on reflecting on learning and the implication for their own learning.

Intellectual Skills (IS):

Intellectual skills are assessed through a variety of assessment types. At level 4 these typically reflect traditional style assessments to help student transition into Higher Education. As the students' progress the style and method of assessment become more demanding in terms of style and content, authenticity will be a key feature, designed to reflect what will be expected in future employment.

The types of assessment for intellectual skills are typically in class test, case study, written report, reflection and presentation. Students will develop their skills both through individual and group work – reflecting the expectations of the workplace.

The assessments will require the students to demonstrate their learning through: answering questions on topics and theories; application to case study and live case scenarios; the interpretation and application of numerical and other data. They will write up and create visualisations of their analysis and recommendations reflecting on the management of process and outcomes from the work they have undertaken. Reflecting on their learning for their own personal and career development will be a key feature of students consideration of their work.

Practical Skills (PS):

Reflecting the students learning journey the assessment of practical skills becomes increasingly frequent at level 5 and then again at level 6.

In the drive for excellent graduate employability the assessment strategy reflects the skills that will be expected in the workplace, whether these be digital, collaboration, communication, risk

assessment etc.

To reflect the fact that skills being assessed are practical the style of assessment is also practical and will involve: presentations, group observations, interviews, pitches, client reports and negotiations.

During these assessments the students will be expected to demonstrate skills such as use of software, working inclusively, communicating effectively, managing projects on time, incorporating valid and pertinent information

Transferable Skills (TS):

Reflecting the students learning journey the assessment of transferrable skills becomes increasingly frequent and intense at level 5 and then again at level 6.

In the drive for excellent graduate employability the assessment strategy reflects the skills that will be expected of a future business manager or management consultant.

During these assessments the students will be expected to demonstrate skills such as reflective practice, flexibility and adaptability to changing circumstances, responsiveness to client demands, working to accommodate various stakeholder demands, working inclusively and ethically.

F: Programme specific assessment regulations

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

If a student has passed all 120 credits then a pass in the zero credit professional practice module aligned to the current level of study is not required to progress to the next level.

If a student has failed 30 credits then a pass in the zero credit professional practice module aligned to the current level of study is required to progress to the next level.

If a student has failed 30 credits and has also failed the zero credit professional practice module aligned to the current level of study then the student will not be permitted to progress to the next level. Students may be permitted to undertake some study at the next level at the discretion of the Programme Board.

A pass in the zero credit professional practice module aligned to the current level of study is not required to graduate (or to exit with an interim award) if the student has sufficient credit for an award.

Students who have a credit deficit may be permitted by the relevant Programme Board to study a maximum of 90 credits in a Semester and a maximum of 150 credits in an academic year.

G: Professional accreditation requirements

Chartered Management Institute (CMI)

H: Management of programme and support for student learning

Management

The programme is managed and administered through:

The Programme Leader, who is responsible for advising students on the programme as a whole and chairing the programme committee

The Dean of School

The Deputy Dean

Associate Dean of School Education and Student Success

Head of Undergraduate Curriculum

Student representatives on programme committees

Module Leaders

A designated administrative team to deal with day-to-day administration associated with the modules within the programme.

Support

Students are supported by:

An induction week at the beginning of each new academic session.

Overseas Orientation

You will have a Personal Tutor who will be an important point of contact, able to help you gain a good understanding of the School and programme you are studying.

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, Student Wellbeing (incorporating Counselling, Mental Health and Disability Support), Chaplaincy, and Day Nursery

A versatile on-line inter-active intranet and learning environment

Guided student-centred learning on Canvas module sites

Access to extensive digital and print collections of information resources

Attractive modern study environments in 2 Learning Resources Centres

Student Success Hubs, which include a Mathematics Drop-in Centre

Medical Centre

University Disability Advisors

Careers and Employment

Hertfordshire Student's Union

Dedicated programme site

Programme structures, features, levels, modules, and credits

Programme structure

Year 1 No information available Maximum credits: 120					
Semester	Module Code	Module Title	Credits	Level	Core/optional
A	4BUS2056	Introduction to Management in Business Operations	30	4	Core
A	4BUS2078	Management Skills for the Modern World	30	4	Core
AB	4BUS2079	Supporting Personal and Management Professional Practice (SPP)	0	4	Core

B	4BUS2089	Innovation and Cultural Strategies	30	4	Core
B	4BUS2130	Driving Social Impact	30	4	Core
Year 2 No information available Maximum credits: 120					
Semester	Module Code	Module Title	Credits	Level	Core/optional
A	5BUS2106	Career Planning for Future Leaders	30	5	Core
A	5BUS2107	Collaborative Business Proposal	30	5	Core
AB	5BUS2108	Developing Personal and Management Professional Practice (DPP)	0	5	Core
B	5BUS2109	Decision Making in Organisations	30	5	Core
B	5BUS2110	Policy, Ethics and Governance for Managers	30	5	Core
Year 3 No information available Maximum credits: 120					
Semester	Module Code	Module Title	Credits	Level	Core/optional
A	6BUS2112	Live Management Challenge	60	6	Core
AB	6BUS2111	Evaluating personal and management professional practice (EPP)	0	6	Core
B	6BUS2113	Innovation and Commercial Venturing	30	6	Core
B	6BUS2114	Management in Different Sectors and Specialisms	30	6	Core

Final and interim awards available

Final award	Award title	Minimum requirements	Available at the end of level
BA (Hons)	Management	See UPR AS11, section 13: https://www.herts.ac.uk/_data/assets/pdf_file/0016/232504/Schedule-of-Awards-AS11.pdf 360 credit points including 240 at level 6/5 of which 120 must be at level 6	6
Interim award	Award title	Minimum requirements	Available at the end of level
CertHE	(Untitled)	See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm 120 credits @ Level 4	4
DipHE	Management	See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm 240 credit points including at least 120 at level 5	5

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 dedicated programme site on the University's Virtual Learning Environment (Canvas);
- A Definitive Module Document (DMD) for each constituent module;

The [Ask Herts](#) website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

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.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: <https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>.

Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently very high-quality teaching, learning and outcomes for its students. Consequently, the University received a Silver award in the 2023 Teaching Excellence Framework (TEF) exercise. This award was made in October 2023 and is valid for up to 4 years. The TEF panel's report and conclusions can be accessed [via this link](#).

J: Development of intended programme learning outcomes in the constituent modules

These maps identify 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.

X = Delivered and Assessed

Module Code	IS 1	IS 2	IS 3	IS 4	KU 1	KU 2	KU 3	KU 4	KU 5	PS 1	PS 2	PS 3	PS 4	TS 1	TS 2	TS 3	TS 4
4BUS2056		X			X	X	X							X			
4BUS2078	X						X	X		X						X	
4BUS2079					X				X							X	
4BUS2089	X	X			X	X	X		X	X	X			X	X		
4BUS2130				X	X		X		X	X			X				
5BUS2106	X		X				X						X		X	X	X
5BUS2107		X	X		X			X	X	X				X		X	
5BUS2108					X	X	X							X		X	X
5BUS2109				X	X	X		X		X	X	X					
5BUS2110	X					X									X		
6BUS2111					X	X	X							X	X	X	X
6BUS2112	X	X	X	X		X					X	X	X	X			
6BUS2113	X	X			X		X			X			X	X	X		
6BUS2114		X	X		X		X		X			X			X		

Key to module codes

Module code	Level	Title
4BUS2056	4	Introduction to Management in Business Operations
4BUS2078	4	Management Skills for the Modern World
4BUS2079	4	Supporting Personal and Management Professional Practice (SPP)
4BUS2089	4	Innovation and Cultural Strategies
4BUS2130	4	Driving Social Impact

5BUS2106	5	Career Planning for Future Leaders
5BUS2107	5	Collaborative Business Proposal
5BUS2108	5	Developing Personal and Management Professional Practice (DPP)
5BUS2109	5	Decision Making in Organisations
5BUS2110	5	Policy, Ethics and Governance for Managers
6BUS2111	6	Evaluating personal and management professional practice (EPP)
6BUS2112	6	Live Management Challenge
6BUS2113	6	Innovation and Commercial Venturing
6BUS2114	6	Management in Different Sectors and Specialisms

Key to programme learning outcomes for Intellectual Skills

- IS1 Apply critical thinking and problem-solving skills to real-world management scenarios.
- IS2 Conduct independent research and present findings in a coherent and logical manner.
- IS3 Apply advanced problem-solving skills to address real-world challenges, showcasing readiness for graduate-level roles.
- IS4 Use systematic approaches to identify, analyse, and solve management-related problems.

Key to programme learning outcomes for Knowledge and Understanding

- KU1 Business and management theories, concepts, and practices, including human resource management, leadership and organisational behaviour.
- KU2 The ethical, social and environmental responsibilities of organisations.
- KU3 The impact of global economic, political, and social factors on organisational operations, performance and outcomes.
- KU4 The principles of financial management, including budgeting, financial analysis, and investment decision-making.
- KU5 The process of strategy formulation, implementation, and performance evaluation.

Key to programme learning outcomes for Practical Skills

- PS1 Utilise business software and tools for data analysis, project management, and financial planning and information presentation.
- PS2 Apply creative and innovative thinking to develop practical solutions to organisational challenges.
- PS3 Evaluate the credibility and relevance of information from various sources.
- PS4 Analyse financial statements and interpret financial data for decision-making.

Key to programme learning outcomes for Transferrable Skills

- TS1 Develop effective communication skills, both written and verbal, for business contexts.
- TS2 Demonstrate leadership and decision-making skills in various management situations.
- TS3 Demonstrate adaptability and resilience, by engaging with a range of professional experiences and reflecting on their impact on career development.
- TS4 Foster an inclusive and diverse workplace environment.

Development of Graduate Attributes in the constituent modules

This map identifies where the Graduate Attributes are delivered in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the development of the Graduate Attributes (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own personal and professional development as the programme progresses. [Note that there is no requirement for the Graduate Attributes to be assessed through these modules]

D = Delivered

Module Title	Module Code	Level	Professionally Focused	Globally Minded	Sustainability Driven	Digitally Capable & Confident	Inclusive and Collaborative	Evidenced-based and Ethical
Introduction to Management in Business Operations	4BUS2056	4	D	D	D	D	D	D
Management Skills for the Modern World	4BUS2078	4	D	D	D	D	D	D
Supporting Personal and Management Professional Practice (SPP)	4BUS2079	4	D			D	D	D
Innovation and Cultural Strategies	4BUS2089	4	D	D		D	D	D
Driving Social Impact	4BUS2130	4	D	D	D		D	D
Career Planning for Future Leaders	5BUS2106	5	D	D		D	D	D
Collaborative Business Proposal	5BUS2107	5	D	D	D	D	D	

Developing Personal and Management Professional Practice (DPP)	5BUS2108	5	D				D	D	D
Decision Making in Organisations	5BUS2109	5	D	D	D		D	D	D
Policy, Ethics and Governance for Managers	5BUS2110	5	D	D	D		D	D	D
Evaluating personal and management professional practice (EPP)	6BUS2111	6	D	D			D	D	D
Live Management Challenge	6BUS2112	6	D	D	D		D	D	D
Innovation and Commercial Venturing	6BUS2113	6	D	D	D		D	D	D
Management in Different Sectors and Specialisms	6BUS2114	6	D	D	D		D	D	D