



Course Handbook

**BA Hons Business Management Fast Track 2
Year**

Year 2016/17

Contents

	Section	Page
	Sources of Additional Information	1
1.	Welcome	2
2.	Your course team	3
3.	An introduction to your course – aims and intended learning outcomes	3
4.	The structure of your course	5
5.	The Staffordshire Graduate and Employability	7
6.	Learning, teaching and assessment on your course	9
	6.1 Learning and Teaching	9
	6.2 Assessment	10
	6.3 Placements and work-based learning	10
	6.4 How to submit assessments	11
	6.5 Feedback on your work	11
	6.6 External examiners appointed to your course	12
7.	Extra Costs	13
8.	Communication	13
9.	Support and Guidance (Including Personal Tutoring)	13
10.	The Student Voice	13
11.	Rules and Regulations	14
	Appendices	16

Sources of Additional Information

This handbook provides useful information about your course, how it will be delivered and how you will be assessed. It does not try to give you all the information you will need during your time at the university. More information can be found in the following places:

On-Line Student Guide

The on-line student guide (<http://www.staffs.ac.uk/student/guide>) provides important information about the university and the services available to students, including:

- Welcome Week
- Student Cards
- e:VisionStaffs Portal
- Our Student Charter
- The Staffordshire Graduate
- Term Dates
- Timetabling
- Student accommodation
- Campus and travel information
- Finance, fees and support
- Disclosure and Barring Service applications
- Visas
- Course and module enrolment
- Recognition of Prior Learning
- Changing your award or modules
- Withdrawing or intermitting from your course
- University rules and regulations
- Disciplinary matters including academic misconduct
- Appeals and complaints
- Referencing and study skills (including guidance on completing assessments)
- What to do if you can't hand in work due to circumstances beyond your control
- Examinations
- Getting feedback on your work
- The student voice
- Employability and careers
- IT services and support
- Disability and dyslexia
- Counselling
- The Nursery
- The Multi-Faith Chaplaincy
- Graduation
- Certificates, Transcripts and Verification Letters

Module Handbooks

Your course is made up from a number of individual modules. Detailed information on each module is provided in separate module handbooks. Your module tutor will tell you how to access the handbook for their module.

The Blackboard On-Line Learning Environment

Information and learning materials for your modules will be provided on the Blackboard on-line Learning Environment. Blackboard will form an important part of your learning experience. Please let your module tutor know if you encounter any problems accessing this material.

1. Welcome

Welcome to the Faculty of Business and Law. You join us at a really exciting time, as we are transforming our campus into a modern and vibrant environment that will enhance the academic and social life of the university and your learning experience.

Through the "Staffordshire Graduate" programme, we focus on you, our students. We will help you to become independent thinkers, to debate, question and discuss key issues in your chosen subject. You will be encouraged to be enterprising and entrepreneurial, to be an effective communicator and successful team worker. We will focus on supporting your development through your course, so that you will have the best opportunity for successful graduate employment on completion.

Employability, enterprise and entrepreneurship are important to us at the university and are integral to the design of all our courses. This means that we have close connections with employers, business practitioners and professional bodies that help us make our courses relevant, interesting and up to date.

The people you will meet in the Faculty are friendly and approachable. They are all keen to help you succeed. Our aim is to nurture and inspire you, to help you grow, to build your potential through working in a vibrant, thriving, and sustainable international academic environment.

Our academic staff are passionate about their subjects, their teaching, research and enterprise. They will help you to build your knowledge, understanding and expertise through sharing with you experiences of their academic research, their work with local communities and their work with organisations, local, national and international.

The Faculty of Business and Law is international in its perspective. The people that you meet will inspire you through the international perspective they have gained through studying at or working in partnership with other universities and colleges, both in this country and around the world. There are many opportunities for you to learn and gain a global perspective; from other students and the academic staff. We will help you to see new possibilities and to bring new horizons into view.

Above all, our strongest partnership is with you, our students. We put our students at the heart of everything that we do and we are committed to giving you the best possible experience we can. We understand the importance of the commitment you have made to us and we value the time you spend with us, and remember, we are always pleased to hear what you have to say.

I hope you have a successful, exciting and fulfilling time with us.

Dr Peter Jones

Acting Dean of the Faculty of Business and Law

2. Your Course Team

Staffordshire University Business School has been providing high calibre business and management education for over thirty years. We have excellent links with Industry and we make sure what we do is geared to real life business.

The Business Management Course Team is here to help you through your studies and aim to be approachable, receptive and friendly. Your feedback is very important so please consider becoming a student representative; we are really keen to hear your views so that we can offer you the best academic experience possible. If you feel unable to commit to this, make sure you make your views known to whoever volunteers to be a representative for your award. It helps us to make changes or improvements when we know your concerns.

Finally, we hope you have an enjoyable and rewarding time of study on your award.

Course leaders are responsible for the overall course and its development. They are there to give you advice and guidance on all aspects of the course and its delivery and any issues you may have related to it. You will also be able to have specialist advice and guidance from module tutors in their modules and more general assistance from your personal tutor.

Award Leader: Vicky Roberts

Room B383, Brindley Building

Tel: +44 (0) 1782 294308

Email: v.a.roberts@staffs.ac.uk

A full list of staff contacts and profiles can be found at:
<http://www.staffs.ac.uk/directory/>

3. An Introduction to your Course

Your award has a set of written learning outcomes that describe what you should be able to do by the end of the course. These statements are designed to help you understand what you need to do to pass your course and receive your award. The outcomes for your course can be found in appendix A of this handbook.

Each module you study has separate learning outcomes which join together to enable you to demonstrate that you have achieved the overall learning outcomes for your award. The learning outcomes for your modules can be found in your module handbooks.

The specific learning outcomes for your award and modules have been matched to eight university wide learning outcome statements (knowledge and understanding;

learning; enquiry; analysis; problem solving; communication; application; and reflection). These standard statements describe the abilities and skills all Staffordshire University students should demonstrate in order to pass their course. The statements have been designed to meet national expectations contained within the [Framework for Higher Education Qualifications](#). This ensures that the learning outcomes for your course are equivalent to similar courses at other UK universities and colleges. A table showing how your module learning outcomes have been aligned with the eight university learning outcome statements can be found in appendix B.

The design of your course has been guided by the national subject benchmark for Business and Management. Written by national experts, the benchmark describes the defining characteristics of the subject area and the abilities and skills you should be able to demonstrate by the end of the course. A table showing how your course reflects the subject benchmark can be found in appendix B.

The Business Management course aims to create a learner-centred success culture which will:

- Provide a stimulating learning experience and environment that offers cutting edge experience for students to develop their potential to become outstanding business graduates and entrepreneurial practitioners within an international business community.
- Develop students who have a critical awareness of business issues, are able to articulate this awareness with respect for others, are willing and able to embrace change and are focused on their achievements.
- Foster an academic community which promotes lifelong learning, supported by research and practice informed teaching
- Support flexible learning with technologies to reflect and anticipate student needs
- Provide an opportunity for real business experience through a managed and supported year-long work placement programme or shorter work experience, and through application of principles, models and theories within real-life settings
- Provide stimulating and challenging learning opportunities and work-related experiences to enable full business simulation.
- Provide a coherent, clearly defined programme of study of business organisations and their management, encompassing the broadening scope of business organisations in the context of increasing change and complex societal and environmental demands.
- Provide a learning experience that reflects the importance of, and celebrates diverse communities and enables inclusivity of all those wishing to engage in learning and development.

- Provide a programme of timely assessment and feedback which enables students to become self-aware, reflective and independent learners; partners in, contributors to and co-owners of their PDP and life-long learning and success
- Provide a programme of development that inspires and interests students to develop a passion for their subject and for learning and to encourage further development and study.

4. The Structure of your Course

Teaching Block 1	Management Skills (Enhancing your career and personal success) (30 credits) Level 4	Resourcing the Organisation (45 credits) Level 4	
Teaching Block 2		Analysing Business & Environmental Information (1) (15credits) Level 4	Entrepreneurial Marketing (30 credits) Level 4
Teaching Block 3	Professional Development (Enterprise, Entrepreneurialism and Citizenship) (15 credits) Level 5	Work Experience (15 credits) Level 5	Global Marketing in Action (30 credits) Level 5

Optional Work Placement Year

Year 2

Teaching Block 1	Designing & Managing Effective Organisations (30 credits) Level 5	Analysing Business & Environmental Information (2) (15 credits) Level 5	Professional Choice (15 credits) Level 6	Professional Choice (15 credits) Level 6
-------------------------	---	---	--	--

Teaching Block 2		Professional Choice (15 credits) Level 5	Global Business Directions (30 credits) Level 6
Teaching Block 3	Applied Business Research (30 credits) Level 6		Strategic Management in Organisations (30 credits) Level 6

2 Professional Choice (Options at Level 5) modules will be selected from the list below:

Managing Employees through Performance & Reward
Sustainable Business
Business Law
New Media Marketing *or* Services & Relationship Marketing
Enterprising Graduate 1 *or* Management, the Entrepreneur & the Small Business Environment
The TRIAD (EU, USA & Japan) and International Business or International Culture & Communications
Effective Organisational Purchasing *or* Business Negotiation Techniques
Small Business & Enterprise *or* Financial Services

2 Professional Choice (Options at Level 6) modules will be selected from the list below:

Business of War & Terrorism
Marketing Metrics *or* Brand Identities & Communities
Learning, Knowledge & Performance *or* Managing & Coordinating the HR Function
International Supply Chain Management *or* The Role of Emerging Economies in International Business
Legal Aspects of Supply Chain Management *or* International Supply Chain Management Fraud Risk Management and Legal Framework (TB1 only)
Practical Consultancy for Sustainability (*this is a 30 credit module, so excludes choice of another option at level 6*)

Work Placement year

There is an opportunity for a 12 month Work Placement between Years 1 & 2. This allows students to gain valuable work experience and learn how to apply their learning in a practical work environment. The University's Placements Office provide advice and guidance

to assist students secure their placement position whilst the Placement Supervisor monitors student progress on the placement through meetings with the student and the employer. Successful placement students achieve the University Certificate – Continuing Professional Development in Employment (30 Credits)

Option modules are chosen in March of preceding academic year and are allocated subject to availability and timetabling.

5. The Staffordshire Graduate and Employability

The Staffordshire Graduate represents a set of qualities that the University passionately believes is necessary for success in the 21st century. The Staffordshire Graduate is a reflective and critical learner with a global perspective, prepared to contribute in the world of work.

The Staffordshire Graduate will:

Discipline Expertise:

- Have an understanding of the forefront of knowledge in their chosen field

Professionalism:

- Be prepared to be work-ready and employable and understand the importance of being enterprising and entrepreneurial

Global Citizenship:

- Have an understanding of global issues and of their place in a globalised economy

Communication and Teamwork:

- Be an effective communicator and presenter and able to interact appropriately with a range of colleagues
- Have developed the skills of independence of thought and (when appropriate) social interaction through teamwork

Reflective and Critical Learner:

- Have the ability to carry out inquiry-based learning and critical analysis

- Be a problem solver and creator of opportunities

Lifelong Learning:

- Be technologically, digitally and information literate
- Be able to apply Staffordshire Graduate attributes to a range of life experiences to facilitate life-long learning and life-long success.

All students will have many opportunities to develop and achieve these attributes. These will include learning opportunities within their chosen awards and co-curricular activities such as work experience, volunteering and the development of employability, enterprise and entrepreneurial skills.

Employability, Enterprise and Entrepreneurship

Being employable...

...involves the development of a set of skills, knowledge and personal attributes that makes graduates more likely to gain employment, have the capability of being effective in the workplace and be successful in their chosen occupation to the benefit of themselves, the workforce, the community and the economy.

Being Enterprising ...

...involves a set of skills and attitudes that can enable a culture of identifying opportunities, creativity, risk taking and innovation. It can involve many activities – for instance organising an event, planning an overseas trip or involvement in a social enterprise. Equally it can be about finding new solutions to old problems in your workplace, conducting a piece of research in a resourceful way, starting a new society or being involved in a community project. Employers value enterprising people!

Being Entrepreneurial...

...very often involves using enterprise skills to create new businesses and bring them to market. There is considerable support for those wishing to do so while at University. However, being entrepreneurial is not just about business skills or starting new ventures; it is a way of thinking and behaving relevant to all parts of society and the economy in terms of mindsets, behaviours, skills and capabilities to come up with new ways of doing things well and the flexibility to change career direction. More information on the Staffordshire Graduate can be found at:

<http://www.staffs.ac.uk/study/staffordshiregraduate/>

6. Learning, Teaching and Assessment on your Course

6.1 Learning and Teaching

At the start of each module you will be given a Module handbook. This should contain further details about the specific teaching and learning methods employed, advice on how to manage your own learning and how you will be assessed. Each module has a specified module leader all module-related enquiries should be directed to the module leader in the first instance.

In addition to this, modules have a dedicated online site within Blackboard to encourage enquiry-based learning that contains additional practice questions, exercises and suggested answers. Past exam papers and assignments are also provided as are multiple links to additional resources such as study skills and glossaries.

Recognising the diverse skills and styles of our student community places an emphasis on ensuring that a range of learning environments and media are available and enabling students to engage in learning in a variety of ways. The emphasis on experiencing marketing practice in a business environment creates the need for additional learning environments such as conference, learning in work and more visits to supplement the more traditional approaches of lectures, guest speakers, tutorials, workshops, seminars and VLE to complement and enhance traditional, face-to-face learning experience. Knowledge and skills will be developed through case-studies, role-plays, simulations, presentations, projects (work-based and academic), reflective portfolios and the extended use of technology supported activities.

The curriculum will develop and evolve so that knowledge and skills learned in core modules will be transferred, re-applied and developed in related option modules and at higher levels. Our learners will be guided through their studies through a teaching support network of module tutors, personal tutors, award leaders and supporting academic and business managers, and dedicated and involved support and pastoral staff. Learning and teaching will be an enriching experience for the students that reflects the value the school places on effective, innovative and research informed teaching. Learning and teaching will foster the critical intellectual development of our students and the business capabilities required to engage in contemporary organisations.

In their learning situations our students will be acting in partnership with module deliverers and facilitators who, through a programme of study designed to develop an evolving body of knowledge and portfolio of skills will be:

- Encouraging active learning and a confidence to learn
- Making explicit the skills to be developed through the curriculum
- Stimulating intellectual curiosity and excitement in learning through engagement with up-to-date and contemporary, well researched subjects.
- Encouraging critical reasoning about the world of business to achieve well informed judgements and conclusions

- Challenging and shaping new learning experiences and opportunities through application of research informed pedagogy

And our learners will be:

- Engaging with complex, challenging problems and real world issues
- Proactively using available resources, technical, digital and paper-based to address problems, construct solutions and identify new topics for research
- Engaging in constructive reflection on learning and new ideas
- Communicating and sharing with others in effective teams and collaborative activities.

Demonstrating a sense of community through active involvement with individuals and groups from differing backgrounds, communities and value systems

Graduate study is emphasises an enquiry style of learning. Enquiry Based Learning is based on you experiencing a wide range of assessment outcomes and learning processes. As such it is quite contextual and based on the situation of the subject. It is very much based around academic staff defining the area of learning involved but then it is up to you to read around the subject using such sources as the academic text, journal or professional articles and material on the news. It requires you to be reflective and critical in developing evidence based solutions founded on both theory and referenced opinion from other sources and you putting these together to address the assessment topic. It is not simply disruptive but requires you to show understanding, interpretation and judgement - all skills needed to be successful in employment. Assessment can take a number of forms here including logs, group work, presentation as well as exams and assignments.

For the fast track award TB3 during the summer involves delivery through blended learning with an accelerated teaching block which students must attend. Failure to attend all sessions can result in removal from the award to the three year award.

6.2 Placements and Work-Based Learning

There is an opportunity for a 12 month Work Placement between levels 5 and 6. This allows students to gain valuable work experience and learn how to apply their learning in a practical work environment. The University's Placements Office provide advice and guidance to assist students secure their placement position whilst the Placement Supervisor monitors student progress on the placement through meetings with the student and the employer. The Business School Placements Manager is Mark Wordley (tel: 01782 294638, B246 Brindley Building, email: mark.wordley@staffs.ac.uk).

6.3 Assessment

The course uses a number of different assessment methods, including from written assignments, presentations, group-work, personal development plans, written examinations and on-line tests. Specific details of each assessment will be provided in the module handbooks and discussed during the module.

6.4 How to Submit Assessments

You must submit all pieces of assessment required for each module on or before the submission date for each piece of assessment. Failure to do so is likely to result in failure of the module overall. There may be occasions when you are unable to submit or undertake a piece of assessment due to circumstances beyond your control. The University has put in place a procedure for dealing with such extenuating circumstances. You can find more information on the university's extenuating circumstances procedure at: <http://www.staffs.ac.uk/extenuating/>

6.5 Feedback on your Work

Good feedback should:

1. Be an interactive process involving student-tutor and student-student dialogue;
2. Facilitate the development of self-assessment and reflection;
3. Clarify for students and staff, through dialogue, what good or bad performance actually is in the assignment or task;
4. Be developmental, progressive and transferable to new learning contexts;
5. Be ongoing and embedded in the learning process;
6. Motivate, build esteem and confidence to support sustainable lifelong learning;
7. Support the development of learning groups and communities.

Coursework and other assessments, excluding examinations

You will normally receive feedback on all your assessments, other than examinations, within 20 working days following the date of submission of your assessment or actual date of the assessment (in the case of class tests). For some assessments the feedback period will be less than 20 working days. However, it may be the case that the 20 day rule for some assessments cannot be met for justified reasons (for example, modules on which a large number of students are enrolled). However, it is anticipated that this will apply to only a small number of modules on your award and, in those cases, the feedback return period will not exceed 25 days. The anticipated feedback return times for all assessments will be published in your Module Handbooks.

In order to ensure that feedback is provided within 20 days, in most cases, the marks for your work will be provisional and will be subject to final ratification by the appropriate Assessment Board in due course.

Formal University examinations

Feedback for examinations will always be provided. This feedback can take a variety of forms and be either generic or personalised. At the latest, feedback should be provided at least four weeks before the next examination period.

The University hopes that you will also play your part by ensuring that you collect feedback from the relevant sources as soon as it is available.

6.6 External Examiners Appointed to your Course

External examiners help the university to ensure that the standards of your course are comparable to those provided by other universities or colleges in the UK. More information on the role performed by external examiners can be found at:

www.staffs.ac.uk/externalexaminers/

The external examiner for your course is:

External Examiner	Position	Institution
Nick Eade	Senior Lecturer & Course Leader	Buckinghamshire New University
Robin Gowers	Senior Lecturer	Anglia Ruskin University
Steven Henderson	Reader in Management	Southampton Solent University
Nia Hughes	Senior Teaching Fellow	Keele University
David McGuire	Lecturer in HRM	Queen Margaret University
Kamil Omoteso	Programme Leader for MSc Project Management and Senior Lecturer in Accounting	De Montfort University
Issidora Paleologos	Senior Lecturer	University of Hertfordshire
Natasha Smith	University Teacher in International Business	University of Liverpool
Chandres Tejura	Senior Lecturer in Management Accounting	London Metropolitan University
Sarah Warnes	Curriculum Manager for HE Business & Management Programmes	Colchester Institute

It is not appropriate for you to make direct contact with your external examiner.

7. Extra Costs

You will be expected to take part in a compulsory residential in the summer semester, TB3, as part of the Global Marketing in Action assessment. The cost of this is usually partly covered by the University but you will be expected to contribute covering the cost of meals and extras, such as single rooms. The contribution may include an amount towards the cost of travel, accommodation and visits. The contribution required will be advised to you 2 months prior to the visit.

8. Communication

In addition to face-to-face contact with you at lectures and tutorials, the main method we will communicate with you is through e-mail and therefore we recommend checking your University e-mail account regularly.

9. Support and Guidance

Each student will be assigned a member of academic staff as a personal tutor. The personal tutor will then act as a focus for problems encountered by the students and advise on the best way of tackling them. Whenever possible, the personal tutor will also provide advice on a choice of modules within the course.

Your Personal Tutor is the person you should see if you have problems, or need guidance and support. It is important that you feel reasonably comfortable talking to your personal tutor, as students normally keep the same tutor throughout the year. If, for some reason, you are not happy with the personal tutor allocated, please see the award leader to investigate whether a change can be made.

Information on university support services can be found in the on-line student guide (available at: <http://www.staffs.ac.uk/student/guide/>)

The Student Advice Centre run by the Students' Union provides independent, impartial and confidential advice to students free of charge. More information on the Students' Union can be found at: <https://www.staffsunion.com/>)

10. The Student Voice

During the course you will have the opportunity to share your views and opinions on your modules, course and the university. Your feedback is key to ensuring that we get an accurate picture of what it is like to be a student at Staffordshire University and enables us to enhance the learning experience for current and future students.

If you have an issue with your course, you can turn to your Student Academic Representatives. Elected by their course mates, the Student Academic Reps are there to listen to your views, represent them at the course meetings that take place every semester with the course leader and members of the team. If you're not sure if your course has a Student Academic Rep, get in touch with the Students' Union and we can

find yours or help you become one. Elections for Student Academic Reps are normally at the start of the academic year.

In addition, there are a number of surveys that take place at different times over your studies and you will be given details of these at the relevant times.

11. Rules and Regulations

Your course is delivered and assessed according to the University's Academic Award Regulations. These can be accessed at: <http://www.staffs.ac.uk/regulations>

Rules and Regulations for Business Management Fast Track award

Transfer between the Business Awards.

With standard 3 year business awards, after level four, students can transfer between any award that is running at level four. With the Fast Track Business Management award transfer arrangements are different due to the accelerated programme of study. During your studies, you will reach certain progression reviews. This may mean that you will need to have passed assessments or achieved the requested grade point in order to progress. A formal progression point is reached when you have completed all of the assessments for a particular level. Following Teaching Block 2, Year 1, you must have passed all 120 credits of your level 4 modules and shown a satisfactory attendance record in order to progress onto Teaching Block 3 during the summer. In addition, overall you should aim to have achieved an average of a Grade Point 9, with a minimum of a grade point 7 for any individual module. You may also make a choice at this point as to whether you wish to study over the summer months. Again, if you decide that you prefer a break, you may transfer onto the 3-year route.

Note that if a student transfers onto the 3-year route during or immediately after teaching block 2, the fees incurred overall will increase to the three year level.

This is also the point where students who were made an offer of a 3-year BA (Hons) Business Management place with an option to transfer onto the 2-year route may make this transition providing that they have achieved at least an average of a grade point 9 for their certificate level modules with a grade point of no less than 7 for any individual module and there is sufficient capacity on the 2 year award. Also if there are sufficient places on the 2 year fast track award.

Following Teaching Block 3, there is no formal progression point as you will not have completed all of your Level 5 modules until Year 2 Teaching Block 2. However there will be a progress review to assess how you have coped with the accelerated learning within the summer teaching block. You may trail a maximum of 30 level 5 credits into Year 2, however we may recommend that you re-consider your options and slow down the pace of your studies by transferring to the three year award.

On completion of Teaching Block 2 of Year 2 (Teaching Block 5 overall), this constitutes the next progression review point as although you have been studying modules on two levels, you should have completed all of the intermediate level modules. At this point, you may 'trail' a maximum of 30 credits into the re-sit period if you wish to remain on the 2-year route. If you have not passed all of the necessary credits at this point, you will need to slow down your pace of study and will not be able to take your final modules in Teaching Block 3. All remaining credits will need to be completed in the next academic year.

Note that if a student transfers onto the 3-year route at any point after Teaching Block 2 of Year 1 that the fees incurred for any credits completed after the 2-year period will be charged on a pro-rata basis calculated on the number of credits being studied.

Transfer Out Points

During your studies, there are points where you are able to transfer from the 2-year route onto the 3-year route if you need to slow down your pace of study. These points are at the end of Teaching Block 2 and 3 of year 1, and at the end of Teaching Block 1 and 2 of year 2.

If for instance, you have completed Teaching Blocks 1 and 2 and decide that you do not wish to study during the summer period, you may transfer onto the 3-year award and enrol in September for your second academic year.

Please note the fee implications as highlighted above.

Transfer in point

Students who have been offered a 3-year place with an option to transfer onto the 2-year award may do so following Teaching Blocks 1 and 2 of year 1 only, subject to successful progression requirements, as detailed above.

Appendix A – Award Learning Outcomes

How does this relate to national standards? (*OAA Business & Management benchmark statements met by each outcome are indicated in italics at the end of each outcome*). At the end of your studies you should be able to:

<p>Knowledge & Understanding</p> <p>Demonstrate a systematic understanding and critical evaluation of key aspects of business, to include strategic management concepts to inform decision making and change management in response to contemporary and global developments.</p> <p><i>(2.1; 2.3; 3.1; 3.2; 3.5; 3.7; 5.4)</i></p>
<p>Learning</p> <p>Carry out inquiry based learning, critical analysis and evaluation, and creative thinking to provide opportunities and solutions for business success. Engage in strategic thinking and development and apply ethical reasoning to issues facing contemporary organisations, management and leadership.</p> <p><i>(2.1; 3.1; 3.2; 3.3; 3.4; 3.7)</i></p>
<p>Enquiry</p> <p>Justify and apply appropriate and ethical approaches to research and investigation in the field of management, and apply skills and knowledge of enterprise in the pursuit of new business solutions and opportunities. Evaluate the effectiveness and ethical use of Information in a global business management context.</p> <p><i>(2.2; 3.9; 5.4)</i></p>
<p>Analysis</p> <p>Describe, comment on and critically evaluate contemporary research into business management and its application related to decision making and the judgement of strategic decisions. Be entrepreneurial in your way of thinking and behaving, and in your approach to problem and opportunity analysis. Throughout you will reflect on the application of creative thinking, risk analysis and innovation.</p> <p><i>(2.2; 3.3; 3.6; 5.4)</i></p>
<p>Problem Solving</p> <p>Demonstrate a range of approaches to solving complex and interrelated business problems, displaying judgement of appropriate and different perspectives and the knowledge and understanding of what is right and ethical.</p> <p><i>(3.5; 3.9; 4.2)</i></p>
<p>Communication</p> <p>Communicate complex information, ideas, problems and solutions through a variety of media and display confidence in their communication and presentation abilities and your ability to network and interact.</p> <p><i>(3.9)</i></p>
<p>Application</p> <p>Apply, with reasoned judgment the research and analysis skills, problem-solving techniques and business knowledge to business problems review, extend, devise and sustain arguments to complex organisation problems, scenarios and opportunities to demonstrate your capabilities as entrepreneurs and enterprising individuals.</p> <p><i>(2.4; 3.1; 3.3; 3.4; 3.5; 3.7; 3.9; 4.2; 5.4)</i></p>
<p>Reflection</p>

Demonstrate a high level of competence in personal development, showing initiative, responsibility, reflection and the transferable skills necessary for employability and understanding of your role in a globalised economy, through highly developed skills of personal awareness and critical review.

(2.3; 2.4; 3.2; 3.8; 3.9; 5.3)

Appendix B – Curriculum Maps

MODULE	Level 4				Level 5						Level 6		
	Management Skills (30)	Resourcing the Organisation (45)	Analysing Business & Environmental Information (I) (15)	Entrepreneurial Marketing (30)	Global Marketing in Action (30)	Designing & Managing Effective Organisations (30)	Professional Development (Enterprise Entrepreneurialism and Employability) (15)	Analysing Business & Environmental Information (I) (15)	2 x Professional Choices (2 x 15)	Applied Business Research (30)	Strategic Management in Organisations (15)	Global Business Directions (30)	2 x Professional Choices (2 x 15)
Award Outcome													
1. Knowledge & Understanding		x	x	x		x	x	x				x	x
2. Learning	x	x				x	x	x				x	x
3. Enquiry		x			x							x	x
4. Analysis	x	x	x	x			x					x	x
5. Problem Solving						x							x
6. Communication	X	x	x	x			x	x					x
7. Application	X	x	x	x		x	x	x				x	x
8. Reflection	X						x	x				x	x

Appendix C – The Staffordshire Graduate

The Staffordshire Graduate represents a set of qualities that the University passionately believes is necessary for success in the 21st century. The Staffordshire Graduate is a reflective and critical learner with a global perspective, prepared to contribute in the world of work.

The table below indicates where, within your course, these characteristics are addressed:

Characteristic	Course Module(s) including level and number of credits	Method of Assessment
----------------	--	----------------------

A Work-ready and employable	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study
	Professional Development (Enterprise, Entrepreneurialism & Citizenship) (15 credits) L5	portfolio of: presentation, group work PDP and skills reflection
	Applied Business Research (30 credits) L6	2000 word assignment Class test
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words
B Understanding of enterprise and entrepreneurship	Entrepreneurial Marketing (30 credits) L4	Group presentation, group report, individual report
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolios, assignment of 3000 words
C Understanding of global issues and their place in the global economy	Analysing Business and Environmental Information L4 and 5 (30 credits)	Presentation and exam/assignment
	Global Marketing in Action (30 credits) L5	Portfolio review of 2 businesses, assignment 2500 words (marketing plan)
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words
D Communication skills	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study

	Analysing Business and Environmental Information L4 and 5 (30 credits)	Presentation and exam/assignment
	Entrepreneurial Marketing (30 credits) L4	Group presentation, group report, individual report
	Global Marketing in Action (30 credits) L5	Review of 2 businesses; assignment 2500 words (marketing plan)
	Professional Development (Enterprise, Entrepreneurialism & Citizenship) (15 credits) L5	portfolio of: presentation, group work PDP and skills reflection
	Global Business Directions inc Int Bus / CMI (30 credits) L6	Conference Portfolio: reflection on knowledge & skill development, personal review. Project and presentation (CMI); or poster and presentation (Int Bus) both 3000 word equivalent.
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words
E Presentation skills	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Entrepreneurial Marketing (30 credits) L4	Group presentation, group report, individual report
	Professional Development (Enterprise, Entrepreneurialism & Citizenship) (15 credits) L5	portfolio of: presentation, group work PDP and skills reflection
	Applied Business Research (30 credits) L6	2000 word assignment Class test
	Global Business Directions inc Int Bus / CMI (30 credits) L6	Conference Portfolio: reflection on knowledge & skill development, personal review. Project and presentation (CMI); or poster and presentation (Int Bus) both 3000 word equivalent.
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words
F The ability to interact confidently with colleagues	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study

	Global Marketing in Action (30 credits) L5	Review of 2 businesses; assignment 2500 words (marketing plan)
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
G Independence of thought	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study.
	Analysing Business and Environmental Information L4 (30 credits)	Presentation and exam/assignment
	Applied Business Research (30 credits) L6	2000 word assignment Class test
	Global Business Directions inc Int Bus / CMI (30 credits) L6	Conference Portfolio: reflection on knowledge & skill development, personal review. Project and presentation (CMI); or poster and presentation (Int Bus) both 3000 word equivalent.
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words
H Skills of teamworking	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study
	Global Marketing in Action (30 credits) L5	Review of 2 businesses; assignment 2500 words (marketing plan)
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
I Ability to carry out inquiry-based learning and critical analysis	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study

	Analysing Business and Environmental Information L4 and 5 (30 credits)	Presentation and exam/assignment
	Entrepreneurial Marketing (30 credits) L4	Group presentation, group report, individual report
	Global Marketing in Action (30 credits) L5	Review of 2 businesses; assignment 2500 words (marketing plan)
	Professional Development (Enterprise, Entrepreneurialism & Citizenship) (15 credits) L5	portfolio of: presentation, group work PDP and skills reflection
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
	Applied Business Research (30 credits) L6	2000 word assignment Class test
	Global Business Directions inc Int Bus / CMI (30 credits) L6	Conference Portfolio: reflection on knowledge & skill development, personal review. Project and presentation (CMI); or poster and presentation (Int Bus) both 3000 word equivalent.
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words
J Skills of problem solving and creation of opportunities	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study
	Analysing Business and Environmental Information L4 (30 credits)	Presentation and exam/assignment
	Entrepreneurial Marketing (30 credits) L4	Group presentation, group report, individual report
	Global Marketing in Action (30 credits) L5	Review of 2 businesses; assignment 2500 words (marketing plan)
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
	Applied Business Research (30 credits) L6	2000 word assignment Class test
	Global Business Directions inc Int Bus / CMI (30 credits) L6	Conference Portfolio: reflection on knowledge & skill development, personal review.

		Project and presentation (CMI); or poster and presentation (Int Bus) both 3000 word equivalent.
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words
K Technologically, digitally and information literate	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study
	Analysing Business and Environmental Information L4 (30 credits)	Presentation and exam/assignment
	Global Marketing in Action (30 credits) L5	Review of 2 businesses; assignment 2500 words (marketing plan)
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
	Applied Business Research (30 credits) L6	2000 word assignment Class test
	Global Business Directions inc Int Bus / CMI (30 credits) L6	Conference Portfolio: reflection on knowledge & skill development, personal review. Project and presentation (CMI); or poster and presentation (Int Bus) both 3000 word equivalent.
	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolios, assignment of 3000 words
L Able to apply Staffordshire Graduate attributes to a range of life experiences to facilitate life-long learning	Management Skills (Enhancing your career and personal success) (15 credits) L4	PDP portfolio, academic research and project management
	Resourcing the Organisation (45 credits)L4	2 exams and 1 portfolio, all based on a single organisational case study
	Employability & Project Management Techniques (Enterprise, Entrepreneurialism & Citizenship) (30 credits) L5	PDP portfolio of: 1000 word assignment, job application documents, 1000 word Project management assignment, skills reflection
	Designing and Managing Effective Organisations (30 credits) L5	Group based Consultancy report to green-field design task , Personal reflection
	Applied Business Research (30 credits) L6	2000 word assignment Class test

	Strategic Management in Organisations (30 credits) Level 6	Exam or learning portfolio, assignment of 3000 words