

CORPORATE AND ACADEMIC SERVICES

PROGRAMME SPECIFICATION

Part 1: Basic Data		
Awarding Institution	University of the West of England	
Teaching Institution	Hartpury	
Delivery Location	Hartpury	
Faculty Responsible for Programme	Hartpury	
Department Responsible for Programme	Business	
Modular Scheme Title	None	
Professional Statutory or Regulatory Body Links	None	
Highest Award Title	Postgraduate Certificate Sport Management Postgraduate Certificate Sport Management (Equine) Postgraduate Certificate Sport Management (Golf)	
Default Award Title	None	
Fall-back Award Title	None	
Interim Award Titles	None	
UWE Progression Route	None	
Mode(s) of Delivery	Full time, part time; blended delivery; block release	
Codes	UCAS: Not applicable	JACS: C600
	ISIS2: N29B12 N29S12 (Equine) N29T12 (Golf)	HESA:
Relevant QAA Subject Benchmark Statements	QAA Framework Master's degree descriptors and Masters awards in Business Management, Hospitality, Leisure, Sport and Tourism	
CAP Approval Date	27 March 2014	
Valid From	01 September 2014	
Valid Until	01 September 2020	
Version	1	

Part 2: Educational Aims of the Programme

The aims of the programme are that by providing a postgraduate programme of study, students will be prepared to solve intellectual and practical problems within the context of the applied sport industry and relevant target awards, and as such, the teaching and learning process aims to enable students to develop:

- 1 The ability to analyse strategic challenges and management problems critically, rationally and rigorously, to systematically apply knowledge and understanding of management concepts to complex issues within a rapidly changing sports environment
- 2 A critical awareness of the multi-dimensionality of management disciplines and the competencies necessary for effective and efficient delivery of sports products, events and services within the various sectors of the sports industry.
- 3 Their ability to critically analyse existing governance structures and policy to extrapolate, new or revised approaches that may impact practical application within the sports/equine/golf industry.
- 4 Skills to assess the application and critical understanding of research methods in management disciplines and thus equip students to be able to evaluate the rigor of published research and professional practice.
- 5 the qualities and transferable skills necessary for employment in sport management and/or further research and to refine and realise their potential by embracing the concept of lifelong learning.
- 6 Their depth of awareness and understanding of sports/equine/golf management through a stimulating, supportive and comprehensive framework of learning and work based practice.

Programme requirements for the purposes of the Higher Education Achievement Record (HEAR)

During the programme of study, students will have built on developing skills in analysis, evaluation and work based professionalism in the context of sports management. This includes advanced knowledge of developments in commercial sport practice and awareness of global issues and current challenges in the sports industry which enable managers to respond to policy changes and ongoing recommendations for evidence based practice. During their studies students will have experienced sport management through placements and applied work experience, evolved their skills in communication, time management and have the ability to work independently and be self-critical.

Part 3: Learning Outcomes of the Programme

The award route provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

Learning Outcomes:		Sports Strategy and Governance	Sports Event Management	Sports Economics and Finance	Sports Marketing	People and Organisations	Developing the Executive Manager	The Research Process	Postgraduate Independent Study
(A) Knowledge and Understanding of:									
1	Evaluation and appraisal methods for current management processes and their relationship with current management practice.	✓	✓	✓	✓	✓	✓		
2	Critical appreciation of the key environmental factors. which impact on organisational behaviour and management within sports industry	✓	✓		✓	✓			
3	The socioeconomic, political and cultural determinants which can affect strategic sport event planning and organisational governance.	✓	✓	✓					
4	The relationships inherent within the sub-disciplines of sport management.	✓	✓		✓	✓	✓		
5	Effective operational management of human, financial and physical resources involved in the service delivery of sport events and improving customer experiences.	✓	✓	✓	✓	✓			
6	Performance monitoring and evaluation in sport organisation's demonstrating an understanding of business processes as they pertain to varying management contexts.	✓	✓		✓	✓			
7	The roles, scope and range of competencies required by managers to demonstrate effective and informed practice.	✓	✓	✓	✓	✓	✓		
8	Develop a working understanding, critical awareness and ability to identify salient issues and industry- based problems in complex sport management environments.	✓	✓	✓	✓	✓	✓	✓	✓
9	Both qualitative and quantitative research methodologies and their inherent qualities.						✓	✓	
(B) Intellectual Skills									
1	Demonstrate an ability to fully engage in postgraduate level academic enquiry through the application of cognitive skills of critical thinking, analysis and synthesis (including the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately).	✓	✓	✓	✓	✓	✓	✓	✓
2	Demonstrate critical awareness of the current issues in organisations which are informed by research and practice in the field.	✓	✓	✓	✓	✓	✓	✓	✓
3	Evaluate methodologies and develop critiques of the methodologies and, where appropriate, propose new hypotheses.					✓	✓		
4	Select and apply an appropriate research methodology (qualitative or quantitative), to facilitate the collection and analysis of data.						✓		
5	Design, conduct, and analyse the findings, draw conclusions and undertake a systematic critical reflection on a programme of original research in order to formulate appropriate recommendations.					✓	✓	✓	
(C) Subject/Professional/Practical Skills									
1	Apply sport management research protocols to industry based problems and effect empirical research.					✓	✓	✓	
2	Critically evaluate management performance and utilise business principles to inform sport management practice.	✓	✓	✓	✓	✓	✓		
3	Understand the mechanisms which influence group behaviour and develop teamwork and leadership skills.		✓			✓	✓	✓	

Learning Outcomes:		Sports Strategy and Governance	Sports Event Management	Sports Economics and Finance	Sports Marketing	People and Organisations	Developing the Executive Manager	The Research Process	Postgraduate Independent Study
4	Recognise ethical situations and apply ethical and organisational values to those situations.	✓	✓	✓	✓	✓	✓	✓	✓
5	Be self-directed and able to act autonomously in planning and implementing projects.						✓	✓	✓
(D) Transferable skills and other attributes									
1	Communicate effectively with a wide range of individuals using a variety of means, showing self-awareness and sensitivity and diversity in people and different situations.	✓	✓	✓	✓	✓	✓	✓	✓
2	Evaluate his/her own academic, vocational and professional performance through the structured use of reflection on practice and experience.					✓			
3	Utilise problem-solving skills in a variety of theoretical and practical situations.	✓	✓	✓	✓	✓	✓	✓	✓
4	Manage change effectively and respond appropriately and flexibly to changing demands.	✓	✓	✓	✓	✓	✓	✓	✓
5	Take responsibility for personal and professional learning and development and act autonomously in planning and implementing tasks.	✓	✓	✓	✓	✓	✓	✓	✓

Part 4: Student Learning and Student Support

Teaching and learning strategies to enable learning outcomes to be achieved and demonstrated

This is a multidisciplinary programme designed specifically for students with an interest in sport management. This course is aimed at graduates aspiring to work in sports business or management by gaining a Postgraduate Certificate that develops sector-specific knowledge and appropriate skills in a sports management context. It is also aimed at professionals working in the sports industry, either in sport management, sports marketing, events organisation, or other appropriate areas and who wish to build on that experience through a structured programme of study.

The Postgraduate Certificate Sport Management provides students with the opportunity to study the applied business techniques within management practice. The 'contextualised' modules aim to build upon fundamental principles by enhancing the students' practical application and personal reflection, based on knowledge and intellectual skills in a multi-and inter-disciplinary context. Students are also exposed to the fundamental principles of management from a number of perspectives, including both theoretical and work based, so that they have core knowledge and experience with which they can progress their competencies and critical awareness. We recognise that in order for our graduates to be well-prepared for a career in sport management, opportunities have to be provided throughout their study for engagement and experiential learning within the sports environment. To address this we have integrated the, 'Developing The Executive Manager' module to provide an internship option, offering valuable work experience and helping to prepare students for the world of work.

The programme also offers the opportunity for students to study a named pathway in either Equine or Golf. Those students will study a compulsory industry relevant module. It is important to note that if a student taking either of the named pathways fails the compulsory pathway module a target/interim will not be achieved as a fall back option, unless the equivalent compulsory module is taken from the Sports Management pathway.

The programme recruitment process is designed to ensure that all applicants are suitable to study a Postgraduate Certificate Sport Management. Through individual interviews, progression students and industry professionals will have the opportunity to demonstrate how their previous education, skills or experience have created the enthusiasm and drive to continue or re-enter education. The interview will also allow the programme leader to communicate course experience opportunities and ensure applicants are clear about the expectations and requirements of the programme.

During induction week the programme will host a number of welcome and orientation talks for new postgraduate students with bespoke sessions to support all backgrounds in including: welcome sessions, information on student services, introduction to postgraduate study, campus tours, information for international students, social events, and opportunities to meet with your fellow students that are designed to enhance the student experience.

The duration of the programme is normally one calendar year of three semesters for full-time attendance, and two calendar years over six semesters for part-time attendance. The course is modular in design with students undertaking modules totalling 60 credits to obtain the Postgraduate Certificate Sport Management degree.

The Postgraduate Certificate stage of the programme uses a rigid curriculum to explore a core set of concepts and ideas related to strategy, governance and event management. In addition, the Postgraduate Certificate stage also challenges students to either apply their understanding of core topics through applied work based learning in an area of sport management with the aim of developing executive managers of the future, or students can investigate the environment in which organisations seek to grow and prosper, including the financial, commercial and human influences. Students can focus on the various sports properties and sport-related activity which drives local, regional and national economic activity. Students may exit with a Postgraduate Certificate Sport Management provided they have passed modules up to a value of at least 60 credit points.

The Postgraduate Certificate Sport Management programme prides itself on its originality by offering students the opportunity to engage with innovative teaching methods that differ to the traditional approaches such as tutorial based mentorship, peer assisted learning, reflective discussion, action research and work based learning, enabling students to develop the key 'transferable' skills valued by employers. The drive to deliver innovative, exciting and relevant learning experiences will be made possible by the extensive knowledge and experience within the business team, practitioner contribution in the form of associate lecturers and keynote visiting lecturers from the worlds of sport, business and academia. The programme also benefits from excellent business relationships which enable unique networking opportunities and these existing industry partnerships create the potential for student placements to support work based learning components of the programme.

Students will also benefit from an outstanding learning environment and sports facilities to ensure they are provided the very best teaching and support throughout their studies. The College is home to an elite sports academy and students will find professional 'in-house' sport management environments designed to push athletes to their full potential and create a culture of success. Students on the 'Golf Pathway' will have access to the Hartpury Golf Academy which has been created to mirror a professional sport environment. Support services collect and monitor information to create a bespoke player management database and this central system allows the appropriate staff to identify areas of development to ensure our athletes perform at their optimum level. Consequently, the structure has enabled the College to win the British Schools and Colleges Tour National Championship, British Colleges Sport National Championship and the Intercollegiate Tour National Championship offering project, research and work-based learning opportunities. Students on the 'Equine Pathway' will have access to one of the largest equestrian centers in the world, providing top class infrastructure and management alongside elite equestrian training creating the ideal setting for achievement in a competitive environment. The internationally renowned facilities host 3* events across all equine disciplines offering project, research and work-based learning opportunities. Hartpury Equine prides itself on maintaining relationships with experts within the industry including Carl Hester, Corinne Bracken and Nick Burton.

The Teaching, Learning, Research and Knowledge Exchange Strategy of the Associate Faculty provides the opportunity for students to engage in a number of different learning environments. The course tries to instil an atmosphere of inclusivity, providing a community, which encourages collaboration, respectful discussion and engaging discourse, where all students can learn, express themselves and develop in a supportive and encouraging environment. A student centered learning approach is employed in order to ensure the continued development of self-directed learning, and support of independent and reflective learners. It is understood that people learn through different means, so a range of methods are used including but not limited to, interactive lectures where students will be expected to contribute having conducted some preparatory reading in advance. Students will also participate in tutorials where they will work in small groups to engage with learning activities as well as working independently to research the contemporary and relevant literature. They will complete directed activities/formative assessments which will inform the content of scheduled sessions, providing opportunities for feedback, and students will participate in practical sessions to experience and develop the transferable skills required. The course will focus on developing sound knowledge of the subject (content) with significant opportunities to apply and enhance learning through problem solving approaches. These approaches will develop independent learning capability and critical thinking skills as well as prepare students for employment. Learning and teaching approaches will be continually improved using feedback from mid and end of module evaluations, peer review, focus groups, and module development days. This will ensure that the students' learning experience is continually enhanced by supporting the professional development needs of the academic members of staff who will facilitate the learning experience.

On the Postgraduate Certificate Sport Management programme teaching is a mix of:

Scheduled learning

May include lectures, seminars, tutorials, project supervision, demonstration, practical workshops; fieldwork; external visits; work based learning. Scheduled sessions may vary slightly depending on the module choices made.

Independent learning

May include hours engaged with essential reading, case study preparation, assignment preparation and completion. Scheduled sessions may vary slightly depending on the module choices made.

Placement learning

Includes work based learning within applied and relevant sport management placements.

Virtual Learning Environment (VLE), or equivalent

This specification is supported by a VLE where students will be able to find all necessary module information. Direct links to information sources will also be provided from within the VLE.

Careers

To support the learner's career preparations, personnel visit Hartpury on a regular basis and the students can use all the available online resources. Additionally, students have the opportunity to engage with the College's study week programme which includes sessions centered on 'job hunting, skills audits, CV writing, interview and negotiation skills'. Access to a range of materials related to applying for jobs, writing letters of application and communication skills are also available through module sessions or individual tutorials. Careers Fairs are arranged periodically to allow students to engage directly with employers from the industry sector.

Description of any Distinctive Features

The potential to undertake an Institute of Leadership and Management qualification is available through 'in house' support although comes at an additional cost, enabling learners to appreciate the senior manager role and the influence of different theories and models on management practice. The content of 'Developing the Executive Manager' is aligned to ILM level 6 although students can still pass the module with completing the ILM qualification.

The design of the Postgraduate Certificate Sport Management programme has been structured with the needs of the domestic, international and part time markets. The distinctive nature of the programme is built upon the superior quality of learning and teaching standards by vocational teaching staff, excellence in student experience through the professional and academic focus of the programme content and establishing creative partnership links with employers based on vocational relevance. Modules are contextualised to distinct and core sport/equine/golf management topic areas that offer potential student employment with study options directed towards flexible work based learning as 'Developing the Executive Manager' will allow for personalised support appealing to academic and continuing work based professional development.

This action learning approach is pivotal to the experiential learning development of Postgraduate Certificate Sport Management students and is one of the most effective learning strategies with students being faced with real problems to solve. For some students, they may have limited work experience therefore, for this academic and professional qualification to be successful and held as exemplar, it is important for the teaching and learning activities to enhance the way that students learn, by drawing on actual practice, using each other's own experiences and affording the opportunity to test new ideas and approaches in simulation exercises as relevant to sport management perspectives.

Part 5: Assessment

Approved to [University Regulations and Procedures](#)

Assessment Strategy

Assessment strategy to enable the learning outcomes to be achieved and demonstrated:

A variety of assessment methods will be employed throughout the programme. The learner's ability to demonstrate intellectual and personal skills will be tested through written assignments, open book examinations, business reports, oral presentations, poster presentations, case study analysis and the creation of a reflective personal development portfolio. Assessments completed may vary for each student depending on module choices.

In line with the College's commitment to facilitating equal opportunities, a student may apply for alternative means of assessment if appropriate. Each application will be considered on an individual basis taking into account learning and assessment needs. For further information regarding this please refer to the VLE.

Assessment Map

Assessment Map for Postgraduate Certificate Sport Management


		Type of Assessment*									
		Unseen Written Exam	Open Book Written Exam	In-class Written Test	Practical Exam	Practical Skills Assessment	Oral assessment and/or presentation	Written Assignment	Report/Project	Dissertation	Portfolio
Compulsory Modules Level M	Sports Strategy and Governance						A (25)	B (75)			
	Sports Event Management						A (25)	B (75)			
Optional Modules Level M	Sports Economics and Finance		A (100)								
	Sports Marketing						A (25)	B (75)			
	People and Organisations							A (100)			
	Developing the Executive Manager								B (50)		A (50)
	Postgraduate Independent Study							A (100)			
	The Research Process						A (25)	B (75)			

*Assessment should be shown in terms of either: **Written Exams**, **Practical exams**, or **Coursework** as indicated by the colour coding above.

Part 6: Programme Structure

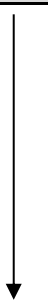
This structure diagram demonstrates the student journey from Entry through to Graduation for a typical **full-time student**, including:

- 1 Level and credit requirements.
- 2 Interim award requirements.
- 3 Module diet, including compulsory and optional modules.

ENTRY	Compulsory Modules	Optional Modules	Interim Awards
 Year 1	Sports Strategy and Governance (UISXTV-15-M) Sports Event Management (UISXTT-15-M)	Students are normally required to select 30 credits from the optional modules listed below: Developing the Executive Manager (UISVK7-30-M) Sports Economics and Finance (UISXTS-15-M) Sports Marketing (UISXTU-15-M) People and Organisations (UMOCQW-15-M) The Research Process (UINXKT-15-M) Postgraduate Independent Study (UINV4-15-M)	TARGET AWARD <u>PG Certificate Sport Management</u> Credit requirements: 60 credits at level 3 or above of which not less than 45 are at level M, which must include compulsory modules: Sports Strategy and Governance OR Sports Event Management.
GRADUATION			

The following structure diagram demonstrates an example of the student journey from Entry through to Graduation for a typical **part-time student**, including:

- 1 Level and credit requirements.
- 2 Interim award requirements.
- 3 Module diet, including compulsory and optional modules.

ENTRY		Compulsory Modules	Optional Modules	Interim Awards
	Year 1	Sports Strategy and Governance (UISXTV-15-M) Sports Event Management (UISXTT-15-M)	Developing the Executive Manager (UISVK7-30-M) Sports Economics and Finance (UISXTS-15-M) Sports Marketing (UISXTU-15-M)	TARGET AWARD <u>PG Certificate Sport Management</u> Credit requirements: 60 credits at level 3 or above of which not less than 45 are at level M, which must include compulsory modules: Sports Strategy and Governance OR Sports Event Management. .
	Year 2		People and Organisations (UMOCQW-15-M) The Research Process (UINXKT-15-M) Postgraduate Independent Study (UINV4-15-M)	
GRADUATION				

Part 7: Entry Requirements

The University's Standard Entry Requirements apply with the following additions/exceptions:

Applicants will have achieved tariff points as appropriate for the year of entry, which for the academic year 2013/14 was a UK graduate with a 2:2 Honours degree with relevant content, or an international graduate with the equivalent qualification. Students with non-relevant qualifications but with two or more years of relevant work experience can also apply.

We also welcome applicants from a diverse range of backgrounds who do not have the entry requirements outlined above. The University will consider applicants on the basis of evidence of personal, professional and educational experience which indicates an applicant's ability to meet the demands of an undergraduate degree programme. Applicants with non-standard entry criteria will be reviewed on an individual basis. This will take the form of an individual interview with members of the programme team and possibly the completion of a set task such as a written assignment. Where appropriate experience or learning has been gained prior to enrolment on the programme AL/AEL may be possible.

Applicants whose first language is not English require a minimum of IELTS 6.5 (with a minimum of 6.5 both overall and for each sub-section). All potential students will be subject to an interview with the Programme Manager.

Part 8: Reference Points and Benchmarks

Description of **how** the following reference points and benchmarks have been used in the design of the programme:

In line with the QAA Quality Code the design team has consistently sought to gain “sufficient and appropriate external involvement” in order to maintain academic and professional standards describing programme aims, demands, experiences and assessment methods. Further to this, and again in line with the Code, students from the college’s previous MA Sport Management programme and potential applicants have been given a wide range of opportunities “to contribute to shaping their learning experience.”

Subject benchmarks for a range of skills-similar professions have been reviewed during the programme design and these, in particular the demands of the strategic benchmarks, have influenced programme content and expectations, not least in the provision of extensive opportunities for engagement with the theory and applied demands of Sport Management.

QAA UK Quality Code for HE

- 1 National qualification framework.
- 2 Subject benchmark statements.

University strategies and policies

- 1 Staff research projects.
- 2 Any relevant PSRB requirements.
- 3 Any occupational standards.

QAA Subject Benchmark Statement:

- 1 Masters Awards in Business and Management; Hospitality, Leisure, Sport and Tourism
- 2 The Framework for Higher Education Qualifications in England Wales and Northern Ireland (QAA 2008);
- 3 University Teaching and Learning Policies: University of the West of England Learning and Teaching Strategy (2020).

Masters Knowledgebase Benchmark Statements:

The following benchmarks are fulfilled as stated in the specified modules. Demonstrate relevant knowledge and understanding of:

The overall objective of master's level business and management degrees is to educate individuals as managers and business specialists, and thus to improve the quality of management as a profession. Postgraduate certificates add value by developing in individuals, an integrated and critically aware understanding of management and organisations, and assist students to take effective roles within them. The Postgraduate Certificate Sport Management is designed to develop master's level knowledge and skills in business and management subjects to enhance the utility and administration in sport. The aim is to prepare individuals for employment as graduates will develop a sound understanding of business and organisational contexts and thus should be able to make an early and significant contribution to the employer.

Graduates entering the programme may not hold a first degree in the discipline of Sport Management, however should, on successful completion of the programme be able to focus on how organisations encompasses their internal aspects, functions and processes and their diverse nature, purposes, structures, governance, operations and management, together with the individual and corporate behaviours and cultures which exist (Sport Strategy and Governance, People and Organisations, Developing the Executive Manager).

In addition the programme will focus on the external context which encompasses a wide range of economic, environmental, ethical, legal, political, sociological and technological factors, together with their effect upon the strategy, behaviour and management of local, national and international organisations (Sport Strategy and Governance, Sports Marketing and Sports Event Management).

Finally, management involves the various processes, procedures and practices for effective leadership and management of organisations. It includes theories, models, frameworks, tasks and roles of management together with rational analysis and other processes of decision making within organisations and in relation to the external context. It also includes the critical application of theory to the advancement of management practice (Sports Economics and Finance, Developing the Executive Manager, People and Organisations).

Masters Programmes Skills Benchmark Statements:

Graduates will be expected to demonstrate a range of cognitive and intellectual skills, techniques to specific business and management and relevant personal interpersonal skills:

- 1 Critical thinking and creativity;
- 2 Problem solving and decision making;
- 3 Information and knowledge;
- 4 Numeracy and quantitative skills
- 5 Effective use of Communication and Information Technology (CIT);
- 6 Two-way communication;
- 7 Personal effectiveness;
- 8 Effective performance within a team environment;
- 9 Leadership and performance management;
- 10 Ethics and value management;
- 11 Ability to conduct research;
- 12 Learning through reflection.

What methods have been used in the development of this programme to evaluate and improve the quality and standards of learning? This could include consideration of stakeholder feedback from, for example current students, graduates and employers.

Student consultation has been extensive with programme rationale and programme maps presented to staff-student consultation forums, past graduates from the MA Sport Management programme, and current MA Sport Management programme members. In addition, Sport Management professionals were consulted throughout the development of the programme to ensure relevance and key employability skills are covered centered on career progression. University processes for initial approval (Market Impact Assessment), annual subject monitoring through programme development team meetings and external examiner consultation have also been used to evaluate and improve the quality of the programme.

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of individual modules can be found in module specifications, available on the [University's website](#).

SPECIFICATION FOR ADDITIONAL AWARD TITLE

Title of Primary Award	Postgraduate Certificate Sports Management (Equine)	
Highest Award Title	Postgraduate Certificate Sports Management	
Interim Award Titles	None	
Codes	UCAS: Not applicable	JACS: C600
	ISIS2: N29S12	HESA:
Relevant QAA Subject Benchmark Statements	QAA Framework Master's degree descriptors and Masters awards in Business Management, Hospitality, Leisure, Sport and Tourism	
CAP Approval Date	27 March 2014	
Valid From	01 September 2014	
Valid Until	01 September 2020	
Version	1	

Part 3a: Learning Outcomes of the Programme

The award route provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

Learning Outcomes:

		Equine Policy and Practice	Sports Event Management	Sports Economics and Finance	Sports Marketing	People and Organisations	Developing the Executive Manager	The Research Process	Postgraduate Independent Study
(A) Knowledge and Understanding of:									
1	Evaluation and appraisal methods for current management processes and their relationship with current management practice.	✓	✓	✓	✓	✓	✓		
2	Critical appreciation of the key environmental factors which impact on organisational behaviour and management within the equine industry.	✓	✓		✓	✓			
3	The socioeconomic, political and cultural determinants which can affect strategic equine event planning and organisational governance.	✓	✓	✓					
4	The relationships inherent within the sub-disciplines of equine management.	✓	✓		✓	✓	✓		
5	Effective operational management of human, financial and physical resources involved in the service delivery of equine events and improving customer experiences.	✓	✓	✓	✓	✓			
6	Performance monitoring and evaluation in equine organisation's demonstrating an understanding of business processes as they pertain to varying management contexts.	✓	✓		✓	✓			
7	The roles, scope and range of competencies required by managers to demonstrate effective and informed practice.	✓	✓	✓	✓	✓	✓		
8	Develop a working understanding, critical awareness and ability to identify salient issues and industry- based problems in complex equine management environments.	✓	✓	✓	✓	✓	✓	✓	✓
9	Both qualitative and quantitative research methodologies and their inherent qualities.						✓	✓	
(B) Intellectual Skills									
1	Demonstrate an ability to fully engage in postgraduate level academic enquiry through the application of cognitive skills of critical thinking, analysis and synthesis (including the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately).	✓	✓	✓	✓	✓	✓	✓	✓
2	Demonstrate critical awareness of the current issues in organisations which are informed by research and practice in the field.	✓	✓	✓	✓	✓	✓	✓	✓
3	Evaluate methodologies and develop critiques of the methodologies and, where appropriate, propose new hypotheses.					✓	✓		
4	Select and apply an appropriate research methodology (qualitative or quantitative), to facilitate the collection and analysis of data.						✓		
5	Design, conduct, and analyse the findings, draw conclusions and undertake a systematic critical reflection on a programme of original research in order to formulate appropriate recommendations.					✓	✓	✓	
(C) Subject/Professional/Practical Skills									
1	Apply equine management research protocols to industry based problems and effect empirical research.					✓	✓	✓	
2	Critically evaluate management performance and utilise business principles to inform equine management practice.	✓	✓	✓	✓	✓	✓	✓	
3	Understand the mechanisms which influence group behaviour and develop teamwork and leadership skills.		✓			✓	✓	✓	

Learning Outcomes:		Equine Policy and Practice	Sports Event Management	Sports Economics and Finance	Sports Marketing	People and Organisations	Developing the Executive Manager	The Research Process	Postgraduate Independent Study
4	Recognise ethical situations and apply ethical and organisational values to those situations.	✓	✓	✓	✓	✓	✓	✓	✓
5	Be self-directed and able to act autonomously in planning and implementing projects.						✓	✓	✓
(D) Transferable skills and other attributes									
1	Communicate effectively with a wide range of individuals using a variety of means, showing self-awareness and sensitivity and diversity in people and different situations.	✓	✓	✓	✓	✓	✓	✓	✓
2	Evaluate his/her own academic, vocational and professional performance through the structured use of reflection on practice and experience.						✓		
3	Utilise problem-solving skills in a variety of theoretical and practical situations.	✓	✓	✓	✓	✓	✓	✓	✓
4	Manage change effectively and respond appropriately and flexibly to changing demands.	✓	✓	✓	✓	✓	✓	✓	✓
5	Take responsibility for personal and professional learning and development and act autonomously in planning and implementing tasks.	✓	✓	✓	✓	✓	✓	✓	✓

Part 5a: Assessment

Approved to [University Regulations and Procedures](#)

Assessment Strategy

Assessment strategy to enable the learning outcomes to be achieved and demonstrated:

A variety of assessment methods will be employed throughout the programme. The learner's ability to demonstrate intellectual and personal skills will be tested through written assignments, open book examinations, business reports, oral presentations, poster presentations, case study analysis and the creation of a reflective personal development portfolio. Assessments completed may vary for each student depending on module choices.

In line with the College's commitment to facilitating equal opportunities, a student may apply for alternative means of assessment if appropriate. Each application will be considered on an individual basis taking into account learning and assessment needs. For further information regarding this please refer to the VLE.

Assessment Map

Assessment Map for Postgraduate Certificate Sport Management (Equine)


		Type of Assessment*									
		Unseen Written Exam	Open Book Written Exam	In-class Written Test	Practical Exam	Practical Skills Assessment	Oral assessment and/or presentation	Written Assignment	Report/Project	Dissertation	Portfolio
Compulsory Modules Level M	Equine Policy and Practice						A (25)	B (75)			
	Sports Event Management						A (25)	B (75)			
Optional Modules Level M	Sports Economics and Finance		A (100)								
	Sports Marketing						A (25)	B (75)			
	People and Organisations							A (100)			
	Developing the Executive Manager								B (50)		A (50)
	Postgraduate Independent Study							A (100)			
	The Research Process						A (25)	B (75)			

*Assessment should be shown in terms of either: **Written Exams**, **Practical exams**, or **Coursework** as indicated by the colour coding above.

Part 6a: Programme Structure


This structure diagram demonstrates the student journey from Entry through to Graduation for a typical **full-time student**, including:

- 1 Level and credit requirements.
- 2 Interim award requirements.
- 3 Module diet, including compulsory and optional modules.

ENTRY	Compulsory Modules	Optional Modules	Interim Awards
	Year 1 Equine Policy and Practice (UIEXTR-15-M) Sports Event Management (UISXTT-15-M)	Students are normally required to select 30 credits from the optional modules listed below: Developing the Executive Manager (UISVK7-30-M) Sports Economics and Finance (UISXTS-15-M) Sports Marketing (UISXTU-15-M) People and Organisations (UMOCQW-15-M) The Research Process (UINXKT-15-M) Postgraduate Independent Study (UINV4-15-M)	TARGET AWARD <u>PG Certificate Sport Management (Equine)</u> Credit requirements: 60 credits at level 3 or above of which not less than 45 are at level M, which must include compulsory modules: Equine Policy and Practice OR Sports Event Management.
GRADUATION			

The following structure diagram demonstrates an example of the student journey from Entry through to Graduation for a typical **part-time student**, including:

- 1 Level and credit requirements.
- 2 Interim award requirements.
- 3 Module diet, including compulsory and optional modules.

ENTRY		Compulsory Modules	Optional Modules	Interim Awards
	Year 1	Equine Policy and Practice (UIEXTR-15-M) Sports Event Management (UISXTT-15-M)	Developing the Executive Manager (UISVK7-30-M) Sports Economics and Finance (UISXTS-15-M) Sports Marketing (UISXTU-15-M)	TARGET AWARD <u>PG Certificate Sport Management (Equine)</u> Credit requirements: 60 credits at level 3 or above of which not less than 45 are at level M, which must include compulsory modules: Equine Policy and Practice OR Sports Event Management.
	Year 2		People and Organisations (UMOCQW-15-M) The Research Process (UINXKT-15-M) Postgraduate Independent Study (UINV4-15-M)	
GRADUATION				

SPECIFICATION FOR ADDITIONAL AWARD TITLE

Title of Primary Award	Postgraduate Certificate Sports Management (Golf)	
Highest Award Title	Postgraduate Certificate Sports Management (Golf)	
Interim Award Titles	None	
Codes	UCAS: Not applicable	JACS: C600
	ISIS2: N29T12	HESA:
Relevant QAA Subject Benchmark Statements	QAA Framework Master's degree descriptors and Masters awards in Business Management, Hospitality, Leisure, Sport and Tourism	
CAP Approval Date	27 March 2014	
Valid From	01 September 2014	
Valid Until	01 September 2020	
Version	1	

Part 3b: Learning Outcomes of the Programme

The award route provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

Learning Outcomes:

		Strategic Planning in Golf	Sports Event Management	Sports Economics and Finance	Sports Marketing	People and Organisations	Developing the Executive Manager	The Research Process	Postgraduate Independent Study
(A) Knowledge and Understanding of:									
1	Evaluation and appraisal methods for current management processes and their relationship with current management practice.	✓	✓	✓	✓	✓	✓		
2	Critical appreciation of the key environmental factors which impact on organisational behaviour and management within the golf industry.	✓	✓		✓	✓			
3	The socioeconomic, political and cultural determinants which can affect strategic golf event planning and organisational governance.	✓	✓	✓					
4	The relationships inherent within the sub-disciplines of golf management.	✓	✓		✓	✓	✓		
5	Effective operational management of human, financial and physical resources involved in the service delivery of golf events and improving customer experiences.	✓	✓	✓	✓	✓			
6	Performance monitoring and evaluation in golf organisation's demonstrating an understanding of business processes as they pertain to varying management contexts.	✓	✓		✓	✓			
7	The roles, scope and range of competencies required by managers to demonstrate effective and informed practice.	✓	✓	✓	✓	✓	✓		
8	Develop a working understanding, critical awareness and ability to identify salient issues and industry- based problems in complex golf management environments.	✓	✓	✓	✓	✓	✓	✓	✓
9	Both qualitative and quantitative research methodologies and their inherent qualities.						✓	✓	
(B) Intellectual Skills									
1	Demonstrate an ability to fully engage in postgraduate level academic enquiry through the application of cognitive skills of critical thinking, analysis and synthesis (including the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately).	✓	✓	✓	✓	✓	✓	✓	✓
2	Demonstrate critical awareness of the current issues in organisations which are informed by research and practice in the field.	✓	✓	✓	✓	✓	✓	✓	✓
3	Evaluate methodologies and develop critiques of the methodologies and, where appropriate, propose new hypotheses.						✓	✓	
4	Select and apply an appropriate research methodology (qualitative or quantitative), to facilitate the collection and analysis of data.						✓		
5	Design, conduct, and analyse the findings, draw conclusions and undertake a systematic critical reflection on a programme of original research in order to formulate appropriate recommendations.						✓	✓	✓
(C) Subject/Professional/Practical Skills									
1	Apply golf management research protocols to industry based problems and effect empirical research.	✓	✓	✓	✓	✓	✓	✓	✓
2	Critically evaluate management performance and utilise business principles to inform golf management practice.	✓	✓	✓	✓	✓	✓	✓	
3	Understand the mechanisms which influence group behaviour and develop teamwork and leadership skills.		✓			✓	✓	✓	

Learning Outcomes:		Strategic Planning in Golf	Sports Event Management	Sports Economics and Finance	Sports Marketing	People and Organisations	Developing the Executive Manager	The Research Process	Postgraduate Independent Study
4	Recognise ethical situations and apply ethical and organisational values to those situations.	✓	✓	✓	✓	✓	✓	✓	✓
5	Be self-directed and able to act autonomously in planning and implementing projects.						✓	✓	✓
(D) Transferable skills and other attributes									
1	Communicate effectively with a wide range of individuals using a variety of means, showing self-awareness and sensitivity and diversity in people and different situations.	✓	✓	✓	✓	✓	✓	✓	✓
2	Evaluate his/her own academic, vocational and professional performance through the structured use of reflection on practice and experience.						✓		
3	Utilise problem-solving skills in a variety of theoretical and practical situations.	✓	✓	✓	✓	✓	✓	✓	✓
4	Manage change effectively and respond appropriately and flexibly to changing demands.	✓	✓	✓	✓	✓	✓	✓	✓
5	Take responsibility for personal and professional learning and development and act autonomously in planning and implementing tasks.	✓	✓	✓	✓	✓	✓	✓	✓

Part 5b: Assessment

Approved to [University Regulations and Procedures](#)

Assessment Strategy

Assessment strategy to enable the learning outcomes to be achieved and demonstrated:

A variety of assessment methods will be employed throughout the programme. The learner's ability to demonstrate intellectual and personal skills will be tested through written assignments, open book examinations, business reports, oral presentations, poster presentations, case study analysis and the creation of a reflective personal development portfolio. Assessments completed may vary for each student depending on module choices.

In line with the College's commitment to facilitating equal opportunities, a student may apply for alternative means of assessment if appropriate. Each application will be considered on an individual basis taking into account learning and assessment needs. For further information regarding this please refer to the VLE.

Assessment Map

Assessment Map for Postgraduate Certificate Sport Management (Golf)


		Type of Assessment*									
		Unseen Written Exam	Open Book Written Exam	In-class Written Test	Practical Exam	Practical Skills Assessment	Oral assessment and/or presentation	Written Assignment	Report/Project	Dissertation	Portfolio
Compulsory Modules Level M	Strategic Planning in Golf						A (25)	B (75)			
	Sports Event Management						A (25)	B (75)			
Optional Modules Level M	Sports Economics and Finance		A (100)								
	Sports Marketing						A (25)	B (75)			
	People and Organisations							A (100)			
	Developing the Executive Manager								B (50)		A (50)
	Postgraduate Independent Study							A (100)			
	The Research Process						A (25)	B (75)			

*Assessment should be shown in terms of either: **Written Exams**, **Practical exams**, or **Coursework** as indicated by the colour coding above.

Part 6b: Programme Structure

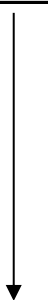
This structure diagram demonstrates the student journey from Entry through to Graduation for a typical **full-time student**, including:

- 1 Level and credit requirements.
- 2 Interim award requirements.
- 3 Module diet, including compulsory and optional modules.

ENTRY	Compulsory Modules	Optional Modules	Interim Awards
	Year 1 Strategic Planning in Golf (UISXTW-15-M) Sports Event Management (UISXTT-15-M)	Students are normally required to select 30 credits from the optional modules listed below: Developing the Executive Manager (UISVK7-30-M) Sports Economics and Finance (UISXTS-15-M) Sports Marketing (UISXTU-15-M) People and Organisations (UMOCQW-15-M) The Research Process (UINXKT-15-M) Postgraduate Independent Study (UINV4-15-M)	TARGET AWARD <u>PG Certificate Sport Management (Golf)</u> Credit requirements: 60 credits at level 3 or above of which not less than 45 are at level M, which must include compulsory modules: Strategic Planning in Golf OR Sports Event Management.
GRADUATION			

The following structure diagram demonstrates an example of the student journey from Entry through to Graduation for a typical **part-time student**, including:

- 1 Level and credit requirements.
- 2 Interim award requirements.
- 3 Module diet, including compulsory and optional modules.

ENTRY		Compulsory Modules	Optional Modules	Interim Awards
	Year 1	Strategic Planning in Golf (UISXTW-15-M) Sports Event Management (UISXTT-15-M)	Developing the Executive Manager (UISVK7-30-M) Sports Economics and Finance (UISXTS-15-M) Sports Marketing (UISXTU-15-M)	TARGET AWARD <u>PG Certificate Sport Management (Golf)</u> Credit requirements: 60 credits at level 3 or above of which not less than 45 are at level M, which must include compulsory modules: Strategic Planning in Golf OR Sports Event Management.
	Year 2		People and Organisations (UMOCQW-15-M) The Research Process (UINXKT-15-M) Postgraduate Independent Study (UINV4-15-M)	
GRADUATION				