

## PROGRAMME SPECIFICATION

Part 1: Basic Data			
<b>Awarding Institution</b>	University of the West of England		
<b>Teaching Institution</b>	Hartpury College		
<b>Delivery Location</b>	Hartpury College		
<b>Faculty Responsible for Programme</b>	Hartpury		
<b>Department Responsible for Programme</b>	Sport		
<b>Modular Scheme Title</b>	Undergraduate Modular Scheme, Hartpury College		
<b>Professional Statutory or Regulatory Body Links</b>	None		
<b>Highest Award Title</b>	BA (Hons) Sports Business Management		
<b>Default Award Title</b>	None		
<b>Fall-back Award Title</b>	None		
<b>Interim Award Titles</b>	BA Sports Business Management; DipHE Sports Business Management; CertHE Sports Business Management Certificate in Sports Studies		
<b>UWE Progression Route</b>	None		
<b>Mode(s) of Delivery</b>	Full Time/Part Time		
<b>Codes</b>	<b>UCAS:</b> NCF6	<b>JACS:</b> C600	
	<b>ISIS2:</b> NCF6	<b>HESA:</b>	
<b>Relevant QAA Subject Benchmark Statements</b>	Sports science, hospitality, leisure, sport and tourism General business and management		
<b>CAP Approval Date</b>	19 May 2014	<b>Revised CAP Approval Dates</b>	V5.5- 12 January 2015 V5.6- 20 January 2016 V6- 07 July 2016 PCR – 28 March 2017
<b>Valid From</b>	01 September 2016 (2015 entry)		
<b>Valid Until</b>	01 September 2023		
<b>Version</b>	6		

## Part 2: Educational Aims of the Programme

Graduates in this award will demonstrate knowledge of a range of specific business principles and skills, together with increased self-awareness and team working abilities appropriate to future management careers in the Sports Industry and wider business contexts. The programme is designed to encourage students to think creatively, challenge assumptions and prepares them to embrace the desire for lifelong learning essential for continued success in the modern business world. The range of transferable and intellectual skills gained will also prepare and encourage progression to Master's level study and beyond. The programme enables students to:

- 1 Challenge orthodox thinking about sports business management.
- 2 Display a critical insight into the organisations and structures responsible for sport and the political context in which they operate.
- 3 Think creatively when assessing a range of options for solving problems in the sports industry.
- 4 Identify assumptions, evaluate statements and look for new ways of defining systems in the context of the sports industry.
- 5 Access and employ social, economic and political theory to explain and promote the development of sport throughout society.
- 6 Self -reflect and be ethically aware of diversity in terms of people, cultures, business and management issues within the sports industry.
- 7 Understand and apply the theories, concepts and principles of practice from generic management areas to sports facilities and events.
- 8 Employ strategic and planning skills to address and facilitate the development needs of sports organisations.
- 9 Study the current development of UK sport through use of work-related learning linked to innovative enterprises in the region's sports industry.
- 10 Effectively communicate using a range of media which are widely used within sports business contexts.
- 11 Adopt an evaluative approach to data and sources of information, using appropriate methodologies.
- 12 Develop confidence and self-esteem by taking responsibility for their own learning and which encourages interpersonal skills and effective self-management.

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

This programme develops students' ability to think creatively and practically when faced with the challenges of business decision making. Employers increasingly seek those with initiative and excellent team working skills. This programme is designed to build student confidence and experience through a blend of academic knowledge and applied sports business scenarios. Learning approaches and assessment are varied to mirror the wide ranging demands faced within the business world.



<b>Learning Outcomes:</b>		Personal and Management Development	Introduction to the Sports Industry	Understanding the Business and Economic Environment (BIM)	Understanding Business and Financial Information (BIM)	Understanding Organisation and People (BIM)	Sports Facility Management	Understanding the Market Process for Business, International and Management	Professional Placement Experience	Undergraduate Research Process	Event Management and Fundraising	New Venture Creation	The Sport Service Environment	Sports Development, Organisations and Governance	Study Trip	Accounting Information for Business	Sport and Hospitality Management	Human Resource Management	International Academic Study Portfolio	International Academic Study Project	International Academic Study Extended Project	Undergraduate Dissertation	Project Management in Action	Strategic Management	Sports Sponsorship and Brand Development	People, Leadership and Change	The Legacy and Impact of Sports Events	Media, Technology and Communication in Sport
9	Identifying the socioeconomic and political determinants of sport participation and promoting sport development to industry standards in accordance with the national sport delivery system;	✓		✓									✓						✓	✓	✓			✓	✓	✓	✓	✓
10	Applying the processes of sport marketing to the development of marketing and sponsorship plans for sport organisations and events.						✓		✓		✓						✓		✓	✓	✓	✓		✓			✓	
<b>(B) Intellectual Skills</b>																												
1	Demonstrate the ability to synthesise theory into practice;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Comprehend, critically appraise and undertake research into sports management practice;	✓				✓		✓	✓	✓		✓		✓		✓		✓	✓	✓	✓	✓	✓		✓			
3	Demonstrate the ability to undertake sustained study, applying deeper cognitive learning to an aspect of sports management;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4	Use problem solving skills and decision making strategies to support problems and/or new insights into sports development and management;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
5	Use skills of reflection, evaluation and critical thinking to support an effective understanding of the strategic, business planning, operational management, development and operations of the sports industry;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
6	Demonstrate a commitment to continuing professional development and lifelong learning through the development of skills in relation to self directed and independent study.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
<b>(C) Subject/Professional/Practical Skills</b>																												
1	Demonstrate team working skills through group activities and assessment strategies	✓	✓	✓	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2	Plan, source and engage in a work placement opportunity							✓										✓	✓	✓								

Learning Outcomes:		Personal and Management Development	Introduction to the Sports Industry	Understanding the Business and Economic Environment (BIM)	Understanding Business and Financial Information (BIM)	Understanding Organisation and People (BIM)	Sports Facility Management	Understanding the Market Process for Business, International and Management	Professional Placement Experience	Undergraduate Research Process	Event Management and Fundraising	New Venture Creation	The Sport Service Environment	Sports Development, Organisations and Governance	Study Trip	Accounting Information for Business	Sport and Hospitality Management	Human Resource Management	International Academic Study Portfolio	International Academic Study Project	International Academic Study Extended Project	Undergraduate Dissertation	Project Management in Action	Strategic Management	Sports Sponsorship and Brand Development	People, Leadership and Change	The Legacy and Impact of Sports Events	Media, Technology and Communication in Sport
3	Accomplish the efficient and effective operational management of sports organisations, programmes, products and services;					✓			✓		✓					✓		✓	✓	✓		✓				✓		
4	Develop sports marketing and sponsorship plans in accordance with market needs and demands;						✓		✓								✓		✓	✓	✓		✓	✓		✓	✓	
5	Design and conduct an independent business focussed research project.										✓							✓	✓	✓	✓	✓	✓					
(D) Transferable skills and other attributes																												
Key skills development and acquisition is mapped onto each module outline. Students are encouraged to develop transferable skills, including:																					✓	✓	✓					
1	Taking responsibility for their own learning;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2	Teamwork and time management;	✓				✓	✓			✓	✓					✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	
3	Data collection; analysis; and problem solving;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4	Communicate effectively and appropriately in all business contexts.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
5	Present material professionally in a variety of contexts;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
6	Demonstrate effective personal management skills, including time management and reflective practice;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7	Recognise the needs, priorities and goals of others.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

## Part 4: Student Learning and Student Support

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

There is a policy for a minimum average requirement of 12 hours/week contact time over the course of the full undergraduate programme. This contact time encompasses a range of face to face activities as described below. In addition a range of other learning activities will be embedded within the programme which, together with the contact time, will enable learning outcomes to be achieved and demonstrated.

On the BA (Hons) Sports Business Management programme teaching is a mix of scheduled, independent, placement and the virtual learning environment (VLE) learning.

### ***Scheduled Learning***

May include lectures, seminars, tutorials, project supervision, workshops; external visits. 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.

### ***Placement Learning***

This programme includes an essential work placement component.

### ***International Academic Study***

Within this programme there is an opportunity to gain academic credit for a period of studying abroad. The student would be supported to identify an opportunity of interest, which may be with established College partners or by individual arrangement. All periods of study abroad would have to meet the College's requirements before enrolment on the International Academic Study opportunity modules.

### ***Virtual Learning Environment (VLE)***

This programme 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 VLE.

### ***Careers***

To support learner's career preparations, careers personnel visit Hartpury on a regular basis and the students can use all the on line resources. Tutors will also offer subject specific careers advice 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 purpose of the programme is to provide balanced vocational and academic study that is intellectually challenging, vocationally relevant, and provides a foundation for pursuing a variety of career options within the sports industry. The robust nature of the business modules and team focus within competitive sport equally prepares students for business careers in a wider range of Industry contexts.

The programme has been designed to provide academic skills and applied competencies for students who should be capable of taking up appropriate management positions within the varied range of organisations in the sports industry.

It embraces the key strategic priorities for sports development at the national level of key UK sports agencies including: the Department of Culture, Media & Sports; National Association for Sports Development; Sport England; Sport & Recreation Alliance (formerly CCPR); UK Sport.

This programme provides a robust underpinning of the core business principles coupled with a sound knowledge of the contemporary sports industry and applied sports management competencies. Option modules allow students to specialise and tailor their programme to specific areas and career interests within the sports industry or outside it.

Anticipating future skills needs within this growing Sports Industry, the award creates opportunities to develop interests in sports marketing and sponsorship, operational management and people management spheres.

The programme embeds the nationally recognised ILM level 2 award within the core curriculum; opportunities to attain level 3 are available during additional study week activities (subject to demand).

Career planning and preparation are integral within the curriculum and are delivered through the university commitment to study skills sessions. Specific modules at each level of study are designed to focus on personal skill development, whilst career preparation will be at the heart of every module content and design. Work experience is embedded at year 2. Students are supported to source and organise relevant industry placements as part of the vocational business experience module.

The programme utilises a wide network of industry practitioners and experts to enhance student learning. This takes the form of guest speakers, conference opportunities, facilitated workshops and industry visits.

An optional extended Sports Field Trip module is available at level 2, this will give students an opportunity to experience aspects of the sports industry in a practical business context and will involve additional cost.

This programme offers the opportunity for students to undertake an approved Exchange Programme, for an agreed period (one/two semesters), of overseas study at a higher education institution studying modules appropriate to their programme aims and which have been pre-approved by the Programme Manager. The Exchange Programme is dependent on an approved agreement between Hartpury College and an approved International Institution for BA (Hons) Sports Business Management.

Students are encouraged and supported with extra-curricular opportunities such as business competitions, careers fairs, charity and fundraising activities.

The programme welcomes students with disabilities or additional needs. The associate faculty has extensive support in place to assist students.

## Part 5: Assessment

Approved variant to University [Academic Regulations and Procedures](#)

### Assessment Strategy

#### *Level 1*

Assessment blends the following assessment methods to develop independence, communication, intellectual skills, problem solving and confidence within a supportive framework. Modules at level 1 contain the individual building blocks for the business and academic skills required later in the programme and beyond.

#### *Levels 2 and 3*

Assessment at levels 2 and 3 builds and shapes the skills introduced at level 1 and creates opportunities for students to synthesise their knowledge across a range of applied sports business scenarios. Assessment aims to mirror the challenges students will face both seeking employment and in the workplace such as client pitches, obtaining finance, business report writing, project management and business research. Assessment aims to reward a combination of academic excellence and commercial awareness.

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

The programme encompasses a range of **assessment methods** including; Essays, Portfolio Work, MCQ, Group Assignments, Presentations, Poster Defence, Written Examinations, Business Plan, Business Report, Research Project.

### Assessment Map for BA (Hons) Sports Business 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
<b>Compulsory Modules Level 1</b>	Personal and Management Development		A (40)								B (60)
	Introduction to the Sports Industry						A (25)	B (75)			
	Understanding the Business and Economic Environment (BIM)	A (75)						B (25)			
	Understanding Business and Financial Information (BIM)	A (75)									B (25)
	Understanding Organisations and People	A (50)						B (50)			
	Sports Facility Management						A (50)	B (50)			
	Understanding the Market Process for Business, International and Management						A (60)	B (40)			
<b>Compulsory Modules Level 2</b>	Professional Placement Experience										A (100)
	Undergraduate Research Process							A (100)			
<b>Optional Modules Level 2</b>	Human Resource Management				A (75) G			B (25)			
	Event Management and Fundraising					A (25)	B (75)				
	Sports Development, Organisations and Governance	A (60)				B (40)					
	Study Trip					A (100)					
	New Venture Creation					A (100)					
	Accounting Information for Business	A (50)						B (50)			
	The Sport Service Environment							A (100)			
	Sport and Hospitality Management					A (25)		B (75)			
	International Academic Study Portfolio										A (100)
	International Academic Study Project						A (25)				B (75)
International Academic Study Extended Project						A (25)				B (75)	
<b>Compulsory Modules Level 3</b>	Undergraduate Dissertation									A (100)	
<b>Optional Modules Level 3</b>	Project Management in Action						A (100)				
	Strategic Management							A (100)			
	Sports Sponsorship and Brand Development						A (100)				
	People, Leadership and Change						A (25)	B (75)			
	The Legacy and Impact of Sports Events						A (80)		B (20)		
	Media, Technology and Communication in Sport							B (50)	A (50)		

\*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	Personal and Management Development (UINXM8-30-1) Introduction to the Sports Industry (UISXM9-15-1) Understanding the Business and Economic Environment (BIM) (UMED8A-15-1) Understanding Business and Financial Information (BIM) (UMAD4U-15-1) Understanding Organisations and People (BIM) (UMOD63-15-1) Sports Facility Management (UISXMU-15-1) Understanding the Market Process for Business, International and Management (UMKD6J-15-1)		<u>Certificate in Sports Studies</u> Credit Requirements: 60 credits at level 0 or above of which not less than 50 are at level 1 or above.  <u>CertHE Sports Business Management</u> Credit requirements: 120 credits at level 0 or above of which not less than 100 are at level 1 or above.  <u>DipHE Sports Business Management</u> Credit Requirements: 240 credits at level 0 or above of which not less than 220 are at level 1 or above and not less than 100 at level 2 or above.
Year 2	Professional Placement Experience (UISVK5-15-2) Undergraduate Research Process UINXU5-15-2)	Students are normally required to select 90 credits from the optional modules listed below:  Event Management and Fundraising (UISXRN-15-2) New Venture Creation (UISXTX-15-2) The Sport Service Environment Sports Development, Organisations and Governance (UISXU3-15-2) Study Trip (UISXS6-15-2) Accounting Information for Business (UISV5W-15-2) Sport and Hospitality Management (UISXRL-15-2) Human Resource Management (UISV5T-15-2) International Academic Study Portfolio (UINXRP-15-2) International Academic Study Project (UINXRQ-30-2) International Academic Study Extended Project (UINXRR-45-2)	<u>BA Sports Business Management</u> Credit Requirements: 300 credits at level 0 or above of which not less than 280 are at level 1 or above, not less than 100 at level 2 or above and not less than 60 at level 3 or above.  TARGET AWARD <u>BA (Hons) Sports Business Management</u> Credit Requirements: 360 credits at level 0 or above of which not less than 340 are at level 1 or above, not less than 200 are at level 2 or above and not less than 100 at level 3 or above.
Year 3	Undergraduate Dissertation (UINV3R-45-3)	Students are normally required to select 75 credits from the optional modules listed below:  Project Management in Action (UISV48-15-3) Strategic Management (UISV54-15-3) Sports Sponsorship and Brand Development (UISV53-15-3) People, Leadership and Change (UISV44-15-3) The Legacy and Impact of Sports Events (UISV4E-15-3) Media, Technology and Communication in Sport (UISV43-15-3)	
<b>GRADUATION</b>			

**Part time:**

Part time study provides a flexible route to completion of the programme and can be discussed individually dependent on student circumstances and need.

## 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 280 tariff points.

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 RPL/RPEL may be possible.

Applicants whose first language is not English must also gain a minimum IELTS score of 6.0 prior to entry onto the programme.

## Part 8: Reference Points and Benchmarks

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

### **QAA UK Quality Code for HE**

Has been used to define the minimum level of achievement that students need to achieve to succeed on this programme and achieve the qualification. It has also been used to inform the academic quality of the programme and enhance the quality of the learning opportunities and the assessment methods used to measure achievement on the

### **Relevant subject and qualification benchmark statements (Sports Science & Hospitality, Leisure, Sport and Tourism)**

Have informed the characteristics of the subject matter and curriculum development of the BA (Hons) Sports Business Management, the programme learning outcomes and the attributes that a graduate of this programme should be able to demonstrate.

### **Relevant subject and qualification benchmark statements (General Business & Management QAA Benchmark statements)**

The three key strands of these statements have been integrated throughout the BA (Hons) Sports Business Management:

- 1 Study of organisations, their management and the changing external environment in which they operate.
- 2 Preparation for and development of a career in business and management.
- 3 Enhancement of lifelong learning skills and personal development to contribute to society at large.

Other relevant reference points:

### **University Strategies and Policies: The Academic Regulations and Procedures**

Have been used to ensure that the quality of learning, teaching and assessment on this programme adheres to the university's frame work of academic regulations, procedures and working practices that enable the assurance of academic standards. The University's Policy on word count has also been used to inform the assessment strategy stated in Part 5 of this document and is detailed on the module descriptors.

### **University of the West of England 2020 Strategy**

Has been used in designing this programme to ensure that the programme is: learning-centred; underpinned by sound health and safety practices and informed by research and professional practice; inclusive, flexible and accessible, exemplified in particular by the part-time and accelerated study routes; and, provides a diverse assessment diet. Furthermore, the programme aims to produce graduates who: know and value themselves as open-minded, reflective and inter-dependent learners, and participants, employees, self-employed professionals and entrepreneurs in global settings and as global citizens; and, reflect on their own learning and practice, who value others as collaborators in their learning and its exchange.

Assessment within the programme: is an integral part of a dynamic learning and teaching process and not separate from it; plays a key part in the rigorous setting and maintaining of academic standards; provides all students with the entitlement to parity of treatment; makes no distinction between different modes of study; ensures that progression is achieved by credit accumulation and the completion of pre-requisites and co-requisites; recognises different module learning in different forms of assessment; and, affords students the maximum opportunity to demonstrate their knowledge, skills, competencies and overall strengths through a variety of assessed activities.

This programme has been designed to ensure: that all work-based learning is assessed in accordance with the University's Academic Regulations; requirements and standards set out by professional bodies are met; provision of clear information regarding the responsibilities of each party to the learning contract or other agreement e.g. learner, university, and employer; students are adequately prepared for work based learning; support for the development of the learners in the workplace; that the learning is documented in a form that clearly identifies how it contributes to the overall aims and learning outcomes of the programme; regular audits are made of the contribution of partner organisations' abilities to meet the needs of the student and programme; that learning contracts or agreements are in place with their work-based partners; that clear strategies are in place to support the identification, negotiation and organisation of work based activities for students, commensurate with the student's learning needs and the significance of this learning to the programmes of which it forms a part; and, that all arrangements for work-based learning take full account of the requirements of equal opportunities, and health and safety legislation and University policies for the same.

#### ***Teaching, Learning and Scholarship Strategy***

Has been used in designing this programme to ensure that the programme is underpinned by the five key principles which aim to enhance the student experience across the Associate Faculty. This programme will provide a high quality experience through a focus on student progression and achievement, academic currency and relevance, innovative delivery and assessment and feedback delivered by appropriately qualified staff who undergo Continuing Professional Development (CPD) that is linked to the UK Professional Standards Framework. The programme team will encourage and support individuals from diverse backgrounds and cultures to enable them to enter higher education and fulfil their potential. The programme adopts a fully integrated and collaborative approach to preparing students for future graduate level employment and to foster the inquiring mind-set, which will ultimately support lifelong learning for the benefit of both the graduate and wider society. The programme promotes an active scholarship culture that incorporates the scholarship of discovery, integration, application and inquiry-based learning that will transform students' understanding of knowledge and research. Students will be encouraged to develop knowledge exchange partnerships by fostering connections with each other as well as local businesses and other community partners.

#### ***Staff Research***

The proposed modules for BA (Hons) Sports Business Management are based on well -established teaching areas within the Associate Faculty and Bristol Business School. These modules will be developed & taught by staff who are research or consultancy active, have significant sports business experience, and who bring this experience to bear on their teaching.

**Employer interaction/feedback: Field of Sports Science Vocational Panel Meetings**

Vocational Panel meetings and ongoing industry consultation ensure the distinctiveness of the programme and the skills and knowledge needed to ensure the programme is current and relevant to employers within the sports industry.

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.

Module and Programme feedback, SSRF forum minutes, DCM & ASQC minutes, Annual Programme Reports, Student Focus Groups, Vocational Panel Consultation. Secondary Market Research.

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](#).