



Programme Specification (Undergraduate)

FOR ENTRY YEAR: 2020/21

Date created: 19/11/2020

Last amended: 16/12/2020

Version no. 2

1. Programme title(s) and code(s):

BA Management Studies

BA Management Studies with Year Abroad^

BA Management Studies with a Year in Industry^

HE Diploma in Management Studies*

HE Certificate in Management Studies*

Notes

* An award marked with an asterisk is only available as an exit award and is not available for students to register onto.

^ Students may only enter this programme by approved transfer at the end of Year 1

a) [HECOS Code](#)

HECOS Code	%
100089	100

b) UCAS Code (where required)

N200

2. Awarding body or institution:

University of Leicester

3. a) Mode of study

Full-time

b) Type of study

Campus-based

4. Registration periods:

BA Management Studies

The normal period of registration is 3 years

The maximum period of registration 5 years

BA Management Studies with a Year Abroad

The normal period of registration is 4 years

The maximum period of registration 6 years

BA Management Studies with a Year in Industry

The normal period of registration is 4 years

The maximum period of registration 6 years

5. Typical entry requirements

ABB at A level/320 points /International Baccalaureate: Pass Diploma with 32 points/GCSE Mathematics and GCSE English Language at grade C/European Baccalaureate: Pass Diploma with 77% overall.

Year Abroad variant: The condition for admission to the scheme will be an average mark of no less than 55% in year one. Students who meet these conditions will be invited to apply at the beginning of the second year of studies. Students will then be expected to maintain average marks of no less than 55% in their second year.

For the Year Abroad variants, students will not be admitted directly to these programmes but will be able to transfer to the programme on application for a year abroad during the second year of the BA programme under the following conditions:

- Have an overall average of 55 or higher in the first year
- Have an overall average of 55 or higher in the second year
- Must not have any failed modules in order to progress to the year abroad.

**If you have mitigating circumstances that affect your results, you may request that your circumstances be taken into consideration.*

For those on the year in industry, see [additional programme specification content for Year in Industry programmes](#)

6. Accreditation of Prior Learning

n/a

7. Programme aims

The programme aims to:

- Develop a critical understanding of modern management analysis, ideas and practices and their relevance to a variety of institutional and organisational contexts; to develop quantitative, communications and information technology skills, and the ability to apply these in organisational contexts
- Increase a graduate's marketability by: encouraging intellectual development, critical ability, research skills, communication skills and confidence in problem recognition, formulation and solution; and by promoting awareness of the general business and financial environment and current management issues
- Prepare students for career and training opportunities in management (including marketing, human resource management, finance and accountancy) in the private and public sectors and voluntary organisations; and to prepare those interested in postgraduate study for the transition to an increasingly independent regime of study and research.

The Year Abroad variants also aim to:

- Enable students to experience modern management ideas from a European perspective in a supportive environment.
- Develop students' working knowledge of a European language other than English.
- Encourage a thoughtful and mature approach to all aspects of study and life, creating graduates with broad experiences and horizons.
- Enhance employability of graduates by their knowledge of other contexts of management education, foreign languages and different business cultures.

The Year in Industry variants also aim to:

- Enable students to gain direct experience of working in relevant roles during their PY.
- Develop a better appreciation of both the application and the context of their academic studies.
- Provide students with career insights by enabling them to undertake a formal role within a professional organisation whilst contributing to its performance at the same time.

8. Reference points used to inform the programme specification

- QAA Benchmarking Statement
- Framework for Higher Education Qualifications (FHEQ)
- UK Quality Code for Higher Education
- [University Learning Strategy](#)
- [University Assessment Strategy](#)
- University of Leicester Periodic Developmental Review Report
- External Examiners' reports (annual)
- United Nations Education for Sustainable Development Goals
- Student Destinations Data

9. Programme Outcomes

Unless otherwise stated, programme outcomes apply to all awards specified in 1. Programme title(s).

a) Discipline specific knowledge and competencies

i) Mastery of an appropriate body of knowledge

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Demonstrate mastery of management as a field of study and of the body of knowledge associated with the range of subjects that it encompasses.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments examinations, oral presentations. dissertation research.

ii) Understanding and application of key concepts and techniques

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Demonstrate understanding of principles and concepts, and their limitations, of management and organisation across the range of relevant subject areas.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Problem-based exercises and case study work. Dissertation research.

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to engage in critical debates on contemporary issues.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Problem-based exercises and case study work. Dissertation research.
Demonstrate the ability in to apply concepts and theories to clearly identified research problems.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Problem-based exercises and case study work. Dissertation research.
Real world application of theory and concepts to practice.	Year in Industry Year only	Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome. 2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts. Formative feedback via Personal Tutor at 4 points during the year. Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.

iii) Critical analysis of key issues

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to apply understanding of concepts and techniques with independence, rigour and reflexivity.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Dissertation research.
Ability to understand contextual influences on the generation and application of management and organisational concepts and techniques over time.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Dissertation research.

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to reflect critically upon the nature of Management Studies as a discipline.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Dissertation research.
Critical analysis of the relevant issues in practice	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

iv) Clear and concise presentation of material

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to use a variety of written and oral formats to present issues and arguments related to management and organisation.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Dissertation research.
Ability to organise and present material in a way that is appropriate to the medium being used.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Dissertation research.
Ability to distinguish between relevant and non-relevant material.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations. Oral presentations. Dissertation research.

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Presentation both orally and in writing to colleagues and managers, meeting appropriate professional standards including structure, reflective content, clarity, succinctness and comprehensive response to questions.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

v) Critical appraisal of evidence with appropriate insight

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to read, analyse and reflect critically upon management/organisation texts and other source materials, both theoretical and empirical.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations
Ability to undertake independent research, involving the formulating of appropriate questions and the use of evidence.	Lectures, seminars, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Essay assignments and examinations

vi) Other discipline specific competencies

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to design, undertake and present an independent piece of work focused on a particular management issue.	Final year dissertation.	Dissertation research.

b) Transferable skills

i) Oral communication

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to make oral presentations and to respond effectively to questioning.	Seminars, group problem-solving exercises, case studies and presentations.	Oral presentations.
Ability to participate effectively in group discussions with other students and tutors.	Seminars, group problem-solving exercises, case studies and presentations.	Oral presentations.
Ability to make oral presentations and to respond effectively to questioning during PY.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to participate effectively in group discussions with managers and colleagues during PY.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

ii) Written communication

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to use language in a written format in a manner appropriate for academic audiences.	Seminars, independent research.	Essay assignments, examinations and dissertation research.
Ability to be clear, fluent and coherent in written expression of management issues and debates.	Seminars, independent research.	Essay assignments, examinations and dissertation research.

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to use language in a written format in a manner appropriate for professional audiences during PY.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>
Ability to be clear, fluent and coherent in written expression in a professional context during PY.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

iii) Information technology

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to source, analyse and present materials clearly and effectively using appropriate IT resources, including but not limited to Blackboard, search databases, etc	Lectures, practical classes, group work and independent research.	Oral presentations, essay assignments, and dissertation research.

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to source, analyse and present materials clearly and effectively using appropriate IT resources in a professional context.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

iv) Numeracy

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to construct, analyse and interpret quantitative data including accounts, in an academic context.	Lectures, practical classes, group work and independent research.	Oral presentations, essay assignments, and dissertation research.
Ability to construct, analyse and interpret quantitative data including accounts, in a professional context.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

v) Team working

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to work collaboratively, effectively and responsibly in groups.	Tutorials, group problem-solving exercises, case studies and presentations. Self-directed group work.	Group assignments.
Ability to know how and when to draw on the knowledge and expertise of others.	Tutorials, group problem-solving exercises, case studies and presentations. Self-directed group work.	Group assignments.
Ability to contribute and comment on ideas when involved in group work.	Tutorials, group problem-solving exercises, case studies and presentations. Self-directed group work.	Group assignments.
Ability to work well in groups, to draw appropriately on others' knowledge and expertise and to contribute and comment on ideas during group work in a professional context.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

vi) Problem solving

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to refine problems into researchable questions.	Tutorials, group problem-solving exercises, case studies and presentations. Research methods classes and independent research, particularly that supported by dissertation supervision.	Oral presentations, essay assignments, independent research work and dissertation research.

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to identify and locate relevant data and source material.	Tutorials, group problem-solving exercises, case studies and presentations. Research methods classes and independent research, particularly that supported by dissertation supervision.	Oral presentations, essay assignments, independent research work and dissertation research.
Ability to use material to address problem and come up with answers or solutions	Tutorials, group problem-solving exercises, case studies and presentations. Research methods classes and independent research, particularly that supported by dissertation supervision.	Oral presentations, essay assignments, independent research work and dissertation research.

vii) Information handling

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Ability to locate, organise and marshal evidence and relevant data, report on findings, analyse complex ideas/knowledge and understand critical arguments in an academic context.	Lectures, tutorials, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Oral presentations, essay assignments, independent research work and dissertation research.
Ability to locate, organise and marshal evidence and relevant data, report on findings, analyse complex ideas/knowledge and understand critical arguments in a professional context.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

viii) Skills for lifelong learning

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Demonstrate intellectual independence through successfully conducting independent study and research tasks.	Lectures, tutorials, exercises (including computer-based), group work, directed reading, independent study and final year dissertation.	Independent research work, dissertation research. Curriculum vitae.
Ability to reflect upon behaviour and skills with a view to personal and professional development.	Year in Industry Year only	<p>Completion of weekly learning log recording skills development, major achievements, key areas of work, learning points and challenges overcome.</p> <p>2500 word reflective essay which is formally assessed on pass or fail basis. This assesses the depth of reflection, review of skill development and areas of strength, links between practice, theory and concepts.</p> <p>Formative feedback via Personal Tutor at 4 points during the year.</p> <p>Formative feedback from employer regarding reflection on skills development, areas of strength and weakness and contribution to the workplace.</p>

10. Progression points

This programme follows the standard Scheme of Progression set out in [Senate Regulations](#) – see the version of Senate Regulation 5 governing undergraduate programmes relevant to the year of entry.

The following additional progression requirements for this programme have been approved:

Year Abroad Variant

Students who meet the conditions set out in section 5 will be invited to apply at the beginning of the second year of studies. Students will then be expected to maintain average marks of no less than 55% in their second year.

**If you have mitigating circumstances that affect your results, you may request that your circumstances be taken into consideration.*

For those on the year in industry, see [additional programme specification content for Year in Industry programmes](#)

In cases where a student has failed to meet a requirement to progress, he or she will be required to withdraw from the course

a) Course transfers

Our policy is to accept student transfers into our BA Management Studies programme where they have successfully completed a first year on a similar programme at another university. Any transfers will be done on a case by case basis and obviously are also numbers dependent.

11. Criteria for award and classification

This programme follows the standard scheme of undergraduate award and classification set out in [Senate Regulations](#) – see the version of *Senate Regulation 5 governing undergraduate programmes* relevant to the year of entry.

12. Special features

n/a

13. Indications of programme quality

External Examiner Reports

First Destination careers statistics

14. External Examiner(s) reports

The details of the External Examiner(s) for this programme and the most recent External Examiners' reports for this programme can be found at exampapers@Leicester [log-in required]

Programme Specification (Undergraduate)

FOR ENTRY YEAR: 2020/21

Date created: 19/11/2020

Last amended: 16/12/2020

Version no. 2

Appendix 1: Programme structure (programme regulations)

The University regularly reviews its programmes and modules to ensure that they reflect the current status of the discipline and offer the best learning experience to students. On occasion, it may be necessary to alter particular aspects of a course or module.

BA Management Studies, including with a Year Abroad and a Year in Industry

Level 4/Year 1 2020/21

Credit breakdown

Status	Year long	Semester 1	Semester 2
Core	n/a	60 credits	60 credits
Optional	n/a	n/a	n/a

120 credits in total

Core modules

Delivery period	Code	Title	Credits
Sem 1	MN1000	Management Theory and Debate	15 credits
Sem 1	MN1009	Management Inquiry and Analysis	15 credits
Sem 1	MN1014	Business, Economy and Society	15 credits
Sem 1	MN1024	Managing Information Technology	15 credits
Sem 2	MN1002	Principles of Marketing	15 credits
Sem 2	MN1010	Business Finance and Reporting	15 credits
Sem 2	MN1013	Work and Society	15 credits

Delivery period	Code	Title	Credits
Sem 2	MN1012	Introduction to Employment Relations	15 credits

Notes

n/a

Level 5/Year 2 2021/22

Credit breakdown

Status	Year long	Semester 1	Semester 2
Core	n/a	60 credits	60 credits
Optional	n/a	n/a	n/a

120 credits in total

Core modules

Delivery period	Code	Title	Credits
Sem 1	MN2104	Organisational Behaviour	15 credits
Sem 1	MN2131	Human Resource Management	15 credits
Sem 1	MN2120	The Business Environment	15 credits
Sem 1	MN2108	Strategy	15 credits
Sem 2	MN2105	Consultancy Challenge	15 credits
Sem 2	MN2027	Labour Market Trends and Debates	15 credits
Sem 2	MN2110	Operations Management	15 credits
Sem 2	MN2116	Corporate Social Responsibility: Theory and Practice	15 credits

Notes

n/a

Level 6/Year Final 2022/23

Credit breakdown

Status	Year long	Semester 1	Semester 2
Core	n/a	30 credits	15 credits
Optional	30 credits	15 credits	30 credits

120 credits in total

Core modules

Delivery period	Code	Title	Credits
Sem 1	MN3109	Business Ethics	15 credits
Sem 1	MN3013	Research Methods	15 credits
Sem 2	MN3104	International Business	15 credits

Notes

n/a

Option modules

Delivery period	Code	Title	Credits
Semester 1	MN3111	Power at Work	15 credits
Semester 1	MN3115	Business in the Digital Economy	15 credits
Semester 1	MN3116	Employment Relations in Global Economy	15 credits
Semester 1	MN3126	Cyberpsychology at Work	15 credits
Semester 1	MN3133	The Management and Shaping of Innovation	15 credits
Semester 1	MN3144	Place Branding and Tourism	15 credits
Semester 1	MN3145	Crisis Management	15 credits

Delivery period	Code	Title	Credits
Semester 2	MN3012	Critical Analysis for Management	15 credits
Semester 2	MN3102	Strategic Human Resource Management	15 credits
Semester 2	MN3106	The Production and Consumption of Culture	15 credits
Semester 2	MN3110	Managing Knowledge in Organisations	15 credits
Semester 2	MN3119	Services Marketing	15 credits
Semester 2	MN3131	Ecology and Sustainability	15 credits
Year Long	MN3200	Dissertation (Management Studies)	30 credits
Year Long	MN3201	Project (Management Studies)	30 credits

Notes

For Semester 1 pick one optional module

For Semester 2 pick two optional modules

For Year long, pick one of the two modules, either MN3200 OR MN3201

This is an indicative list of option modules and not definitive of what will be available. Option module choice is also subject to availability, timetabling, student number restrictions and, where appropriate, students having taken appropriate pre-requisite modules.

Appendix 2: Module specifications

See undergraduate [module specification database](#) (Note - modules are organized by year of delivery).

Appendix 3: Skills matrix

Management Studies N200	MN1000	MN1009	MN1014	MN1010	MN1002	INFO	MN1013	MN1012	CC	MN2120	MN2104	MN2103	MN2110	MN2116	MN2131	STRAT	MN3104	MN3101	MN3111	MN3122	MN3123	MN3126	MN3133	MN3102	MN3106	MN3109	MN3110	MN3127	MN3131	PBTOUR	SERVMAR	DIGITAL	CRISIS
(a) Discipline specific knowledge and competencies																																	
<i>(vi) Other discipline specific competencies</i>				x		x	x											x										x	x				
(b) Transferable skills																																	
<i>(i) Oral communication</i>		x			x			x	x	x		x						x	x									x			x	x	
<i>(ii) Written communication</i>	x		x		x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x
<i>(iii) Information technology</i>							x													x	x											x	
<i>(iv) Numeracy</i>			x	x																x						x							
<i>(v) Team working</i>		x			x				x	x														x					x	x			
<i>(vi) Problem solving</i>			x						x							x	x	x		x	x	x		x		x	x						
<i>(vii) Information handling</i>			x				x					x					x	x		x	x	x		x		x	x						
<i>(viii) Skills for lifelong learning</i>	x	x					x		x	x								x	x	x	x		x	x		x	x						

Programme Learning Outcomes N200/1 with a placement year

(a) Discipline specific knowledge and competencies	
(ii) Understanding and application of key concepts and techniques	
Real world application of theory and concepts to practice	X
(iii) Critical analysis of key issues	
Critical analysis of the relevant issues in practice	X
(iv) Clear and concise presentation of material	
Presentation both orally and in writing to colleagues and managers, meeting appropriate professional standards including structure, reflective content, clarity, succinctness and comprehensive response to questions.	X
(b) Transferable skills	
(i) Oral communication	
Ability to make oral presentations and to respond effectively to questioning during Placement Year (PY)	X
Ability to participate effectively in group discussions with managers and colleagues during PY	X
(ii) Written communication	
Ability to use language in a written format in a manner appropriate for professional audiences during PY.	X
Ability to be clear, fluent and coherent in written expression in a professional context during PY	X
(iii) Information technology	
Ability to source, analyse and present materials clearly and effectively using appropriate IT resources, including but not limited to Bloomberg, Blackboard, search databases etc.	X
(iv) Numeracy	
Ability to construct, analyse and interpret quantitative data in a professional context.	X
(v) Team working	
Ability to work well in groups, to draw appropriately on others' knowledge and expertise and to contribute and comment on ideas during group work in a professional context.	X
(vi) Problem solving	
Ability to use material to address problem and come up with answers or solutions.	X
(vii) Information handling	
Ability to locate, organise and marshal evidence and relevant data, report on findings, analyse complex ideas/knowledge and understand critical arguments in a professional context.	X
(viii) Skills for lifelong learning	
Ability to reflect upon behaviour and skills with a view to personal and professional development.	X