



<b>A. Course Information</b>				
<b>Final award title(s)</b>	MSc Corporate Governance (with Internship)			
<b>Intermediate exit award title(s)</b>	Postgraduate Certificate Corporate Governance; Postgraduate Diploma Corporate Governance			
<b>UCAS Code</b>		<b>Course Code(s)</b>	TBC (FT Sept) 5592 (FT Jan)	
	London South Bank University			
<b>School</b>	<input type="checkbox"/> ASC <input type="checkbox"/> ACI <input type="checkbox"/> BEA <input checked="" type="checkbox"/> BUS <input type="checkbox"/> ENG <input type="checkbox"/> HSC <input type="checkbox"/> LSS			
<b>Division</b>	Accounting, Finance & Economics			
<b>Course Director</b>	Cherry Cheung			
<b>Delivery site(s) for course(s)</b>	<input checked="" type="checkbox"/> Southwark <input type="checkbox"/> Havering <input type="checkbox"/> Other: please specify			
<b>Mode(s) of delivery</b>	<input checked="" type="checkbox"/> Full time <input type="checkbox"/> Part time <input type="checkbox"/> other please specify			
<b>Length of course/start and finish dates</b>	<b>Mode</b>	<b>Length years</b>	<b>Start - month</b>	<b>Finish - month</b>
	Full time (Sep start with 12- month internship)	24 months	September	September
	Full time (Jan start with 12-month internship)	27 months	January	April
<b>Is this course generally suitable for students on a Tier 4 visa?</b>	Please complete the International Office questionnaire Yes <input checked="" type="checkbox"/> <b>No</b> <input type="checkbox"/> Students are advised that the structure/nature of the course is suitable for those on a Tier 4 visa but other factors will be taken into account before a CAS number is allocated.			
<b>Approval dates:</b>	Course(s) validated/ Subject to validation	January 2020		
	Course specification last updated and signed off	December 2019 – updated by CC		
<b>Professional, Statutory &amp; Regulatory Body accreditation</b>	Institute of Chartered Secretaries & Administrators, the Chartered Governance Institute (ICSA/ CGI) - Revalidation obtained in July 2019			

<b>Reference points:</b>	Internal	Corporate Strategy 2015-2020 Academic Quality and Enhancement Manual School Strategy LSBU Academic Regulations
	External	QAA Quality Code for Higher Education 2013 Framework for Higher Education Qualifications QAA Subject Benchmark Statements: <ul style="list-style-type: none"> <li>➤ Accounting: February 2016</li> <li>➤ Finance: February 2016</li> <li>➤ Business &amp; Management: February 2015</li> </ul> PSRB <ul style="list-style-type: none"> <li>➤ ICSA</li> </ul> Competitions and Markets Authority SEEC Level Descriptors 2016

### **B. Course Aims and Features**

<b>Distinctive features of course</b>	<ul style="list-style-type: none"> <li>• The opportunity of obtaining a Master’s degree while simultaneously gaining graduate membership of the Institute of Chartered Secretaries and Administrators (Grad ICSA) - graduates with three years of appropriate professional experience gain chartered status as an Associate of the Institute of Chartered Secretaries &amp; Administrators (ACIS).</li> <li>• An attractive progression route for students with graduate accountancy, business or legal backgrounds. Additionally, students with non-relevant graduate qualifications are also considered for entry, and the course syllabus is designed to accommodate such students;</li> <li>• A blend of the academic and vocational aspects of present day corporate governance, while enhancing the student learning experience with a range of facilities not normally available through a professional qualifying scheme - as well as formal classroom teaching, students will benefit from online learning and develop key employability skills in information technology, teamwork, numeracy and communication.</li> <li>• Access to prestigious resources such as the Bloomberg computer suite.</li> <li>• A wide range of extracurricular activities and opportunities to attend expert symposiums and conferences to enhance employability and enhance awareness of contemporary issues and developments within the subject domains;</li> <li>• Two project launch /escalator events;</li> <li>• The opportunity for consultancy practice;</li> <li>• The opportunity to carry out a project suiting students career needs;</li> <li>• Multiple start dates and modes of delivery to suit;</li> <li>• Business start-up advice and support during the programme for budding entrepreneurs;</li> <li>• Opportunities to network and develop connectivity with our postgraduate research and enterprise community;</li> <li>• Extended internship work experience opportunity for all students</li> </ul>
<b>Course Aims</b>	<p>The MSc Corporate Governance (with Internship) aims to:</p> <ol style="list-style-type: none"> <li>1. Develop academic and educational maturity by extending and developing participants’ existing academic abilities at the postgraduate level, through a course of study of intellectual rigour and depth.</li> <li>2. Provide curricular opportunities that develop the capacity for critical thought, objective analysis, and balanced evaluation.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Provide a high quality course of study that meets the aims of the professional qualifying scheme of the Institute of Chartered Secretaries &amp; Administrators (ICSA), thereby equipping students with the knowledge and skills required to enhance their careers.</li> <li>4. Prepare for the rigorous requirements of ICSA membership through the development of ethics, professionalism, integrity and lifelong learning skills.</li> <li>5. Maintain a learning environment that stimulates deeper understanding of the subject disciplines while developing the capacity for independent thought and critical reflection.</li> <li>6. Developing critical faculties in students with regard to the nature of modern corporate governance and the company secretarial and administration profession, culminating in the completion of a capstone business project in the subject area.</li> </ol>
<p><b>Course Learning Outcomes</b></p>	<p><b>A. Knowledge &amp; understanding</b></p> <p>Students will have knowledge and understanding of:</p> <p>A1 Current themes and contemporary issues in the theory and practice of corporate governance and related disciplines.</p> <p>A2 The main research methodologies and techniques in the area of corporate governance and related disciplines.</p> <p><b>B. Intellectual skills</b></p> <p>Students will develop their intellectual skills such that they are able to:</p> <p>B1 Critically evaluate and engage in current academic research and advanced scholarship in the discipline.</p> <p>B2 Demonstrate originality in the application of knowledge to structured and unstructured business scenarios.</p> <p>B3 Recognise relevant ethical considerations and effectively evaluate how these may be resolved, when undertaking research and inquiry.</p> <p>B4 Synthesise data in its various forms to support argument.</p> <p><b>C. Practical skills</b></p> <p>Students will acquire and develop practical skills such that they are able to:</p> <p>C1 Critically analyse complex issues in corporate governance, ethics, and other areas of business management.</p> <p>C2 Systematically and creatively solve complex problems in the subject area.</p> <p>C3 Analyse, synthesise and present management information in a way that is coherent and in accordance with accepted professional and academic practice.</p> <p>C4 Demonstrate proficiency in the use of relevant specialist software packages.</p>

#### **D. Transferable skills**

Students will acquire and develop transferable skills such that they are able to:

- D1 Demonstrate the independent learning ability required for continuing professional development.
- D2 Exercise initiative and personal responsibility in an ethical manner.
- D3 Demonstrate effective communication skills.
- D4 Work in a team and participate competently and constructively in group activities.
- D5 Undertake an extended internship enabling the development of transferable managerial skills in the workplace.

#### **C. Teaching and Learning Strategy**

**Lectures, seminars and workshop:** Interactive seminars and workshops support lectures and have a strong focus on small group activities to encourage active participation of students throughout the course, developing peer learning, sharing of knowledge and best practice, and support networks amongst a diverse student body.

**Case study:** Teaching, learning and assessment are very applied, with case studies and simulation being used in all modules. Where possible live case studies are brought in to the classroom and external stakeholders involved in the delivery and the subsequent feedback to student generated solutions.

**Research and enterprise:** Research and entrepreneurial skills and knowledge are developed throughout the student journey. From the 'Curiosity, Creativity and Research' and 'Research In Action' modules through to the Capstone Business Project students have the opportunity to identify areas of interest, explore ideas in a supportive environment and develop ideas through to impactful projects and beyond. Those students wanting to develop entrepreneurial ideas can receive additional support from the LSBU Enterprise Centre.

**Relevant information technology skills:** Skills in the use of industry standard software such as Excel, Fame and, where relevant, Bloomberg are developed and assessed through various modules of the course.

**Research Today! Seminars:** All post graduate students are able to attend our monthly Research Today! Seminars and network with the School's research community, share and develop ideas which will support their studies & project work.

**Project Events:** Two project events will support student learning and development. Each will go to support student research, enterprise and personal development.

**Life coaches:** All students have the option to have a life coach to support them with any challenges they face during their journey with LSBU.

**Self-managed learning:** Self-managed learning activities to supplement and consolidate classroom based activity constitutes about 75% of the student study hours, and these include: reading texts and relevant journals, application of knowledge to additional problem based exercises, engaging in coursework, group discussion, review of key topics, blogs and reflective journals. Many of these activities are supported by the virtual learning environment (VLE).

**Learning support:** The University has a well stocked library which provides a range of study environments for individual and group/social learning, course materials, online information resources – library staff dedicated to the School of Business are also on hand to provide support for effective researching. Free computer access is available for all students across the University, and a Bloomberg lab with 12 Bloomberg terminals is available for the dedicated use of the School's students. Printing, scanning, photocopying, and wireless internet access facilities are available, along with specialist online support and training. The library provides bookable group rooms and laptop computers for loan. Current students can find more information at <https://my.lsbu.ac.uk>.

**Teaching staff:** A variety of experienced academic staff teach on the course, some who have considerable industry experience which they bring to the classroom, others who are actively engaged in relevant real world research which they use to inform their teaching. The National Student Surveys and the Guardian University League Tables consistently place LSBU's Accounting and Finance subject area near the top of the table for student satisfaction with teaching.

**Virtual learning environment:** Digital technology is used to increase academic support for students and improve the efficiency of the teaching and assessment processes - eventually to transform student learning so that the student experience becomes truly 'blended' and extends well beyond the use of the VLE as merely a document repository.

#### **D. Assessment**

**Formative:** Formative assessment activities provide opportunities for developmental feedback and reflective learning and are a key teaching and learning strategy throughout the course to ensure students engage in a process of continuous learning.

Workshop and seminar activities and feedback are key formative assessment methods throughout the programme; supported by back up material as provided on the University's VLE.

Peer and staff review on a variety of in-class activities can provide formative feedback to students on the development of their knowledge and skills. This will allow staff to reflect on student performance and feed forward into future delivery.

Activities such as *In-class debate, moots and discussions* can provide students and staff with an understanding of the knowledge gained and areas of syllabi needing further reinforcement and delivery. This allows staff to reflect on student performance and feed forward into future delivery.

The VLE and *in-class presentations and student led seminars and blogs* can provide formative feedback to both staff and students as to the development of key intellectual skills.

*Application of knowledge to case study, team working and client handling* within workshops are all part of the formative feedback process with regards to transferable and practical skills. *The Capstone Business Project facilitation and work based supervisor process of support* should also ensure regular touch points between the student and academics/ practitioners to enable feedback on research and practical application within the workplace.

**Summative:** Summative assessment is delivered through a variety of methods. *Group work based on case study is used* to assess team working, leadership, communication and reflective skills. Written communication is developed through *report writing* of both academic and business genres, including the extended internship. Verbal communication and persuasive advocacy skills are developed through *presentations and pitching*. The analytical skills that are essential for the governance professional are developed and enhanced throughout the programme, and assessment is through practical application to case study and *research analysis to support evidence based decisions*. The use of industry standard financial analysis software such as Excel, Fame and (where appropriate) Bloomberg is embedded throughout the subject-specific modules, developing valuable employability skills that work-ready graduates are expected to possess.

Examination is used to assess knowledge, understanding and application within a pressurised time constrained environment only when discipline norms or professional body requirements prevail. In three of the core subject-specific modules, which make up approximately a third of the total course credits, the assessment includes closed-book examinations - this is to ensure sufficient rigour in assessing the development of key technical knowledge and skills that a chartered company secretary is expected to possess.

## E. Academic Regulations

The University's Academic Regulations apply for this course generally.

### Local Protocol for MSc Corporate Governance:

**Course Codes 5339 (FT, September), 5340 (FT, January), 1319 (PT)**

The London South Bank Business School will inform all students registered on MSc Corporate Governance courses that they will not be permitted GradICSA/ GradCG membership through their MSc Corporate Governance degree awarded by the University if any of their Core Subject Specific Modules on the course mapped to ICSA/CGI's Qualifying Scheme are condoned or compensated, and their names will not be forwarded to ICSA / CGI for membership consideration by the School if any such modules are condoned or compensated.

The London South Bank Business School will only compensate or condone any module that is mapped to ICSA/CGI's Qualifying Scheme Paper (Core Subject Specific Module) after all possible attempts allowable to the students have been exhausted, making compensation or condonement the only way students would avoid failing their LBSU degree, in accordance with the Article 1.26 of LSBU Academic Regulations 2018/19.

ICSA/CGI will only award GradICSA/ GradCGI to students whose names are formally advised to ICSA/CGI by the University through the LSBBS course team each year as MSc Corporate Governance graduates who have obtained clear passes of their Core Subject Specific Modules.

**Please find below the mapping of the core subject specific modules.**

### ICSA/CGI Mapping

1.	Financial Reporting and Decision Making	20 credits
2.	Corporate & Business Law	20 credits
3.	Effective Boardroom Dynamics	10 credits
4.	Developing Strategic Direction	10 credits
5.	Company Administration and Compliance	10 credits
6.	Regulatory Environment of Risk Management	10 credits
7.	Governance and Leadership	10 credits
8.	Organisational Risk Management and Internal Controls	10 credits
	Total	100 credits

The CGI modules to which LSBU MSc Corporate Governance modules have been mapped are indicated below:

CGI Qualifying Scheme Paper:	MSc Corporate Governance module(s) to which mapped:
Corporate Governance	Governance and Leadership
Company Compliance & Administration	Company Administration & Compliance
Company Law	Corporate & Business Law
Interpreting Financial & Accounting Information	Financial Reporting & Decision Making
Boardroom Dynamics	Effective Boardroom Dynamics
Development of Strategy	Developing Strategic Direction
Risk Management	Regulatory Environment of Risk Management

### F. Entry Requirements

In order to be considered for entry to the course applicants will be required to have one of the following qualifications:

- A2.2 honours degree in a relevant subject area such as accounting, finance, economics, UK law, business or management studies (other degrees or equivalent qualifications will be considered on merits); or
- Completion of all levels of the professional examinations of any member of the Consultative Committee of Accountancy Bodies (CCAB); or
- Completion of all levels of the CIMA examinations.

**IELTS:** The required English language skills to undertake this programme is IELTS (International English Language Testing Service) 6.5.

Applicants may be required to be interviewed by the Course Director or Divisional Admissions Coordinator.

### G. Course structure(s)

This course is developed around the School of Business Framework for Post Graduate Courses. This framework has at its core the following modules for this course:

- Extended Internship (20 credits)
- Curiosity, Creativity and Research (10 credits)
- Research in Action (10 credits)
- Capstone Business Project (40 credits)

Thus 80 credits of all the School's postgraduate provision will be shared with other School of Business courses in the case of this course. For six of the eight core subject specific modules, January entrants will join September entrants (i.e. January entrants will do these six core subject specific modules in reverse order to the September entrants).

If a student has completed an LSBU course that falls within this framework, the APL available on MSc Corporate Governance would be for any core 10 credit modules that may have been already studied as options on the other course.



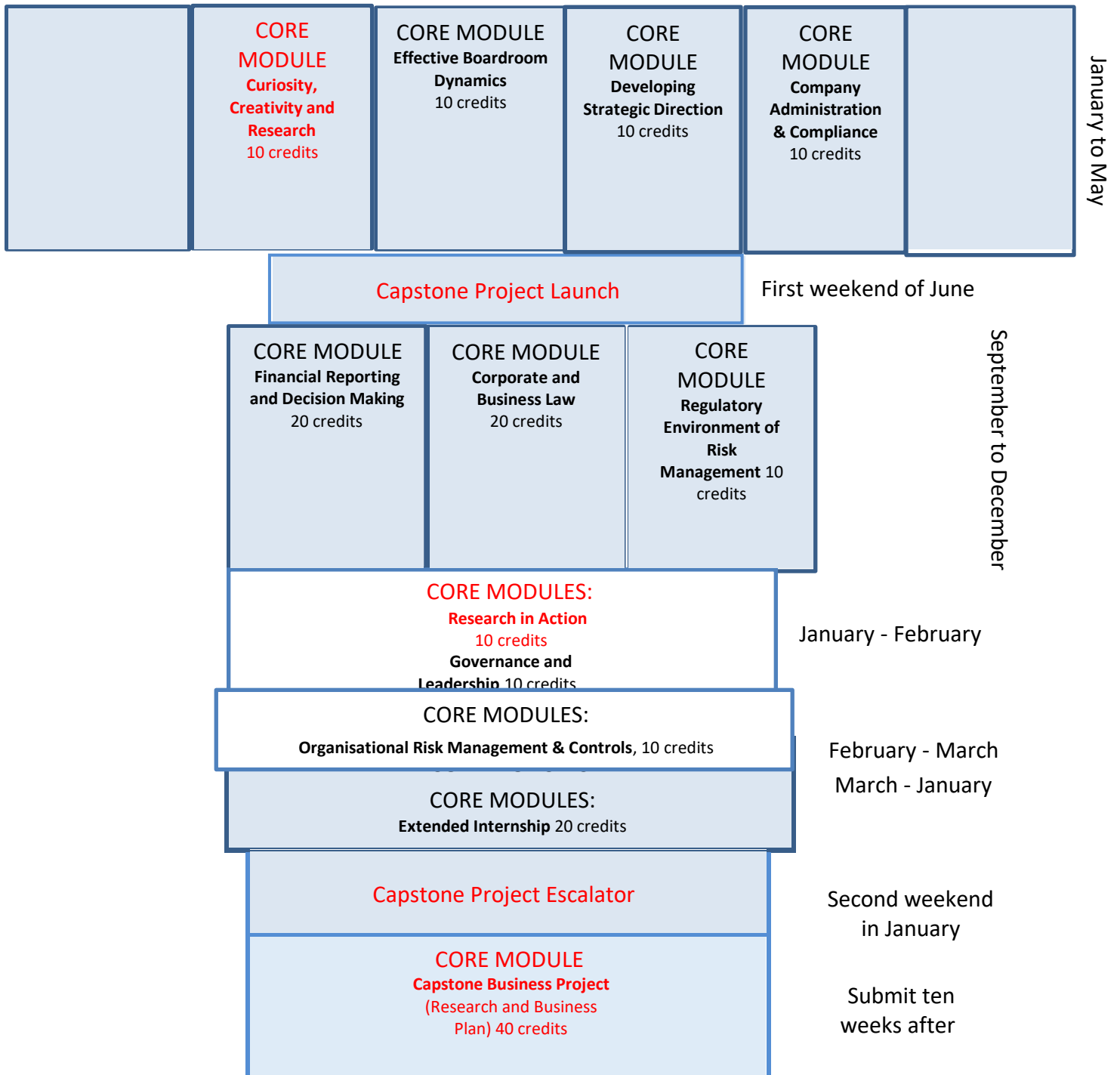
**MSc Corporate Governance (with Internship – FULL TIME (September Start))**

		September to December			
		CORE MODULE Curiosity, Creativity and Research 10 credits	CORE MODULE Financial Reporting and Decision Making 20 credits	CORE MODULE Corporate and Business Law 20 credits	CORE MODULE Research in Action 10 credits
		Last Weekend of January	Capstone Project Launch		
February to May	CORE MODULE Effective Boardroom Dynamics 10 credits	CORE MODULE Developing Strategic Direction 10 credits	CORE MODULE Company Administration & Compliance 10 credits	CORE MODULE Regulatory Environment of Risk Management 10 credits	
	End May - mid June	CORE MODULES: Governance and Leadership 10 credits Organisational Risk Management & Controls, 10 credits			
Mid June – mid June	CORE MODULE: Extended Internship 20 credits				
Last Weekend in June	Capstone Project Escalator				
Submit ten weeks after	CORE MODULE Capstone Business Project (Research and Business Plan) 40 credits				

NOTE: THE STUDENT RESEARCH JOURNEY IS SHOWN IN RED FONT.

*Curiosity, Creativity & Research - Project Launch - Research in Action - Project Escalator Capstone Business Project*

**MSc Corporate Governance (with Internship) – FULL TIME (January Start)**



NOTE: THE STUDENT RESEARCH JOURNEY IS SHOWN IN RED FONT.

*Curiosity, Creativity & Research - Project Launch - Research in Action - Project Escalator Capstone Business Project*

<b>H. Course Modules</b>					
<b>Module Code</b>	<b>Module Title</b>	<b>Level</b>	<b>Semester</b>	<b>Credit value</b>	<b>Assessment</b>
	Curiosity, Creativity & Research	7	1	10	100% Individual CW
	Financial Reporting and Decision Making	7	1	20	40% Exam, 60% Individual CW
	Corporate & Business Law	7	1	20	40% Exam, 60% Individual CW
	Research in Action	7	2	10	100% Individual CW
	Company Administration & Compliance	7	2	10	100% Exam
	Developing Strategic Direction	7	2	10	100% Individual CW
	Effective Boardroom Dynamics	7	2	10	100% Individual CW
	Governance & Leadership	7	2	10	100% Individual CW
	Organisational Risk Management & Internal Controls	7	2	10	100% Individual CW
	Regulatory Environment of Risk Management	7	2	10	100% Individual CW
	Capstone Business Project	7	3	40	100% Individual CW
	Extended Internship	7	4	20	100% Individual CW
<b>I. Timetable information</b>					
Timetables will be provided to students about two weeks in advance of each semester.					
<b>J. Costs and financial support</b>					
<b>Tuition fees/financial support/accommodation and living costs</b>					
<ul style="list-style-type: none"> <li>- Information on tuition fees/financial support can be found by clicking on the following link-</li> <li>- <a href="http://www.lsbu.ac.uk/courses/postgraduate/fees-and-funding">http://www.lsbu.ac.uk/courses/postgraduate/fees-and-funding</a></li> <li>- Information on living costs and accommodation can be found by clicking the following link- <a href="https://my.lsbu.ac.uk/my/portal/Student-Life-Centre/International-Students/Starting-at-LSBU/#expenses">https://my.lsbu.ac.uk/my/portal/Student-Life-Centre/International-Students/Starting-at-LSBU/#expenses</a></li> </ul>					

### List of Appendices

- Appendix A: Curriculum Map
- Appendix B: Educational Framework (undergraduate courses)
- Appendix C: Personal Development Planning (postgraduate courses)
- Appendix D: Terminology

### Appendix A: Curriculum Map for MSc Corporate Governance (with Internship)

This map provides a design aid to help course teams identify where course outcomes are being developed, taught and assessed within the course. It also provides a checklist for quality assurance purposes and may be used in validation, accreditation and external examining processes. Making the learning outcomes explicit will also help students to monitor their own learning and development as the course progresses.

Modules																	
Level	Title	Code	A1	A2	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4	D5
7	Corporate & Business Law		TDA	D	TD	TD	D	TDA	TDA	TDA	TDA	D	D	D	DA		
7	Company Administration and Compliance		TDA			TD	D		TDA	TDA	TDA	TD	D	D	DA		
7	Developing Strategic Direction		TDA	D	TD	TD	TD	TDA	TDA	TDA	TDA	D	TD	D	DA		
7	Effective Boardroom Dynamics		TDA	D	TD	TD	TDA	DA	TD	TD	TDA	D	DA	D	DA		
7	Financial Reporting & Decision Making		TDA	D	TD	TD	D	TDA	TDA	TDA	TDA	DA	D	D	DA		
7	Governance & Leadership		TDA	D	D	D	TDA		D	D			D	D	DA		
7	Organisational Risk Management & Controls		TDA	D		D	TD		DA	D			D	D	DA		
7	Regulatory Environment of Risk Management		TDA	D		D	TD	D	D	D	D		D	D	DA		
7	Curiosity, Creativity & Research				TDA		TD	TDA	TDA	D	D	D	D	D	TDA		
7	Research in Action				TDA		TD	TDA	TDA	D	D	D	D	D	TDA		
7	Capstone Business Project				TDA		D	TDA	DA	D	TDA	D	D	D	DA		
7	Extended Internship		DA					DA	DA	DA	DA	DA	DA	DA	DA	DA	DA

Note: T: Taught; D: Developed; A: Assessed

## Appendix B: Embedding the Educational Framework for Undergraduate Courses

The Educational Framework at London South Bank University is a set of principles for curriculum design and the wider student experience that articulate our commitment to the highest standards of academic knowledge and understanding applied to the challenges of the wider world.

The Educational Framework reflects our status as University of the Year for Graduate Employment awarded by *The Times and The Sunday Times Good University Guide 2018* and builds on our 125 year history as a civic university committed to fostering social mobility through employability and enterprise, enabling our students to translate academic achievement into career success.

There are four key characteristics of LSBU's distinctive approach to the undergraduate curriculum and student experience:

- Develop students' professional and vocational skills through application in industry-standard facilities
- Develop our students' graduate attributes, self-awareness and behaviours aligned to our EPIIC values
- Integrate opportunities for students to develop their confidence, skills and networks into the curriculum
- Foster close relationships with employers, industry, and Professional, Statutory and Regulatory Bodies that underpin our provision (including the opportunity for placements, internships and professional opportunities)

The dimensions of the Educational Framework for curriculum design are:

- **informed by employer and industry** needs as well as professional, statutory and regulatory body requirements
- **embedded learning development** for all students to scaffold their learning through the curriculum taking into account the specific writing and thinking requirements of the discipline/profession
- **high impact pedagogies** that enable the development of student professional and vocational learning through application in industry-standard or authentic workplace contexts
- **inclusive teaching, learning and assessment** that enables all students to access and engage the course
- **assessment for learning** that provides timely and formative feedback

All courses should be designed to support these five dimensions of the Educational Framework. Successful embedding of the Educational Framework requires a systematic approach to course design and delivery that conceptualises the student experience of the curriculum as a whole rather than at modular level and promotes the progressive development of understanding over the entire course. It also builds on a well-established evidence base across the sector for the pedagogic and assessment experiences that contribute to high quality learning.

This appendix to the course specification document enables course teams to evidence how their courses meet minimum expectations, at what level where appropriate, as the basis for embedding the Educational Framework in all undergraduate provision at LSBU.

Dimension of the Educational Framework	Minimum expectations and rationale	How this is achieved in the course
Curricula informed by employer and industry need	<p><u>Outcomes focus and professional/employer links</u></p> <p>All LSBU courses will evidence the involvement of external stakeholders in the curriculum design process as well as plan for the participation of employers and/or alumni through guest lecturers or Q&amp;A sessions, employer panels, employer-generated case studies or other input of expertise into the delivery of the course provide students with access to current workplace examples and role models. Students should have access to employers and/or alumni in at least one module at level 4.</p>	<p>The course is strongly informed by employer and industry needs, as the main aim of the course is for students to obtain an academic Masters degree while simultaneously gaining Grad ICSA status which grants them full exemption from the professional qualifying scheme of the Institute of Chartered Secretaries &amp; Administrators (ICSA). The subject specific core modules are closely mapped to the professional qualifying examinations of the ICSA.</p> <p>Other modules like “Creativity, Enterprise &amp; Innovation” and “Management Consultancy in a Global Environment” are also practical and oriented towards the development of employability skills.</p>
Embedded learning development	<p><u>Support for transition and academic preparedness</u></p> <p>At least two modules at level 4 should include embedded learning development in the curriculum to support student understanding of, and familiarity with, disciplinary ways of thinking and practising (e.g. analytical thinking, academic writing, critical reading, reflection). Where possible, learning development will be normally integrated into content modules rather than as standalone modules. Other level 4 modules should reference and reinforce the learning development to aid in the transfer of learning.</p>	<p>All the course modules have learning development embedded in the curriculum, and students engage in independent learning, critical thinking and reflection throughout the course. Reflection on research is introduced right from the start of the course, with the first of the two research methods modules.</p>

High impact pedagogies	<p><u>Group-based learning experiences</u></p> <p>The capacity to work effectively in teams enhances learning through working with peers and develops student outcomes, including communication, networking and respect for diversity of perspectives relevant to <b>professionalism</b> and <b>inclusivity</b>. At least one module at level 4 should include an opportunity for group working. Group-based learning can also be linked to assessment at level 4 if appropriate. Consideration should be given to how students are allocated to groups to foster experience of diverse perspectives and values.</p>	<p>Modules in some cases require group work, as do the Residential Weekends. Cooperative learning and teamwork are used in the formative assessment processes of all modules. (Please see Rationale &amp; Overview, section 5.1.5 “Assessment Processes” and Assessment Plan).</p>
Inclusive teaching, learning and assessment	<p><u>Accessible materials, resources and activities</u></p> <p>All course materials and resources, including course guides, PowerPoint presentations, handouts and Moodle should be provided in an accessible format. For example, font type and size, layout and colour as well as captioning or transcripts for audio-visual materials. Consideration should also be given to accessibility and the availability of alternative formats for reading lists.</p>	<p>Course materials and resources, on all modules are provided in an accessible format via Moodle and additionally, in some cases, as hard copies in the classroom. Workshop and seminar activities and feedback are key formative assessment methods throughout the programme - all supported by back up material provided on the University’s VLE.</p>
Assessment for learning	<p><u>Assessment and feedback to support attainment, progression and retention</u></p> <p>Assessment is recognised as a critical point for at risk students as well as integral to the learning of all students. Formative feedback is essential during transition into university. All first semester modules at level 4 should include a formative or low-stakes summative assessment (e.g. low weighted in final outcome for the module) to provide an early opportunity for students to check progress and receive prompt and useable feedback that can feed-forward into future learning and assessment. Assessment and feedback communicates high expectations and develops a commitment to <b>excellence</b>.</p>	<p>All modules have both formative and summative feedback at the appropriate level.</p>
High impact pedagogies	<p><u>Research and enquiry experiences</u></p> <p>Opportunities for students to undertake small-scale independent enquiry enable students to understand how knowledge is generated and tested in the discipline as well as prepare them</p>	<p>Research enquiry is embedded in the teaching and assessment across the programme. Moreover, learning and application of research methods begins right from</p>

	<p>to engage in enquiry as a highly sought after outcome of university study. In preparation for an undergraduate dissertation at level 6, courses should provide opportunities for students to develop research skills at level 4 and 5 and should engage with open-ended problems with appropriate support. Research opportunities should build student autonomy and are likely to encourage <b>creativity</b> and problem-solving. Dissemination of student research outcomes, for example via posters, presentations and reports with peer review, should also be considered.</p>	<p>the start of the course and continues throughout. The aim is to enable students to see the linkage between research methods and its practical application within a management and leadership context; research is no longer a skill set that is bolted on to the end of the taught element of the programme. By introducing the teaching at the beginning of the programme students can start exploring areas of interest from day one. The Creativity, Curiosity and Research module (10 credits) is taught so that cross fertilisation of ideas and the possibility of creating a Capstone Project around the creation of a new idea or enterprise can be viably explored.</p>
<p>Curricula informed by employer and industry need / Assessment for learning</p>	<p><u>Authentic learning and assessment tasks</u> Live briefs, projects or equivalent authentic workplace learning experiences and/or assessments enable students, for example, to engage with external clients, develop their understanding through situated and experiential learning in real or simulated workplace contexts and deliver outputs to an agreed specification and deadline. Engagement with live briefs creates the opportunity for the development of student outcomes including <b>excellence, professionalism, integrity</b> and <b>creativity</b>. A live brief is likely to develop research and enquiry skills and can be linked to assessment if appropriate.</p>	<p>Focus on real life case studies and development of the employability skills expected in a work-ready graduate are integral to the course - please see Rationale &amp; Overview, section 5.1 "Learning, Teaching and Assessment Strategy". Alongside the teaching programme will run a series of extracurricular activities focusing on enhancement of student employability, designed in partnership with employers, professional bodies, our LSBU careers department and LSBU societies and the Enterprise Centre.</p>
<p>Inclusive teaching, learning and assessment</p>	<p><u>Course content and teaching methods acknowledge the diversity of the student cohort</u> An inclusive curriculum incorporates images, examples, case studies and other resources from a broad range of cultural and social views reflecting diversity of the student cohort in terms of, for example, gender, ethnicity,</p>	<p>The course has a diverse student cohort, and a team of equally diverse, experienced and empathetic teaching staff have traditionally ensured that the diversity of our student body, our University, and indeed our nation, is fully recognised in the nature and</p>



	sexuality, religious belief, socio-economic background etc. This commitment to <b>inclusivity</b> enables students to recognise themselves and their experiences in the curriculum as well as foster understanding of other viewpoints and identities.	content of the learning and assessment materials used on the course.
Curricula informed by employer and industry need	<u>Work-based learning</u> Opportunities for learning that is relevant to future employment or undertaken in a workplace setting are fundamental to developing student applied knowledge as well as developing work-relevant student outcomes such as networking, <b>professionalism</b> and <b>integrity</b> . Work-based learning can take the form of work experience, internships or placements as well as, for example, case studies, simulations and role-play in industry-standards settings as relevant to the course. Work-based learning can be linked to assessment if appropriate.	Development of the employability skills expected in a work-ready graduate are integral to the course - please see Rationale & Overview, section 5.1 "Learning, Teaching and Assessment Strategy. Employability and careers advice is embedded throughout the modules via guest speakers and alumni input and also through peer to peer support.
Embedded learning development	<u>Writing in the disciplines: Alternative formats</u> The development of student awareness, understanding and mastery of the specific thinking and communication practices in the discipline is fundamental to applied subject knowledge. This involves explicitly defining the features of disciplinary thinking and practices, finding opportunities to scaffold student attempts to adopt these ways of thinking and practising and providing opportunities to receive formative feedback on this. A writing in the disciplines approach recognises that writing is not a discrete representation of knowledge but integral to the process of knowing and understanding in the discipline. It is expected that assessment utilises formats that are recognisable and applicable to those working in the profession. For example, project report, presentation, poster, lab or field report, journal or professional article, position paper, case report, handbook, exhibition guide.	Development of critical thinking and scholarly report writing skills are integral parts of the assessment across the course's modules. An emphasis on scholarly research is introduced right from the start of the course. Strategic analysis, financial analysis and spreadsheet construction, which are important features of report writing in this profession, are also key parts of the learning and assessment process of many of the modules.

<p>High impact pedagogies</p>	<p><u>Multi-disciplinary, interdisciplinary or interprofessional group-based learning experiences</u>  Building on experience of group working at level 4, at level 5 students should be provided with the opportunity to work and manage more complex tasks in groups that work across traditional disciplinary and professional boundaries and reflecting interprofessional work-place settings. Learning in multi- or interdisciplinary groups creates the opportunity for the development of student outcomes including <b>inclusivity</b>, communication and networking.</p>	<p>We are implementing a strategy of moving the academic divisions away from a silo mentality and sharing course modules across the entire School to the extent practicable, and embedding some common subjects as core elements of all the School’s postgraduate courses. This course is designed to fit with this new ethos through cross-disciplinary integration, enabling mixing of students from different subject areas and courses.</p>
<p>Assessment for learning</p>	<p><u>Variation of assessment</u>  An inclusive approach to curriculum recognises diversity and seeks to create a learning environment that enables equal opportunities for learning for all students and does not give those with a particular prior qualification (e.g. A-level or BTEC) an advantage or disadvantage. An holistic assessment strategy should provide opportunities for all students to be able to demonstrate achievement of learning outcomes in different ways throughout the course. This may be by offering alternate assessment tasks at the same assessment point, for example either a written or oral assessment, or by offering a range of different assessment tasks across the curriculum.</p>	<p>A variety of assessment is used across the various modules - please see Rationale &amp; Overview, section 5.1.5 “Assessment Processes” and Assessment Plan.</p>
<p>Curricula informed by employer and industry need</p>	<p><u>Career management skills</u>  Courses should provide support for the development of career management skills that enable student to be familiar with and understand relevant industries or professions, be able to build on work-related learning opportunities, understand the role of self-appraisal and planning for lifelong learning in career development, develop resilience and manage the career building process. This should be designed to inform the development of <b>excellence</b> and <b>professionalism</b>.</p>	<p>Development of the employability skills expected in a work-ready graduate are integral to the course - please see Rationale &amp; Overview, section 5.1 “Learning, Teaching and Assessment Strategy. Employability and careers advice is embedded throughout the modules via guest speakers and alumni input. We run a series of extracurricular activities focusing on enhancement of student employability, designed in partnership with employers, professional bodies, our LSBU careers department, LSBU societies and the Enterprise Centre.</p>

<p>Curricula informed by employer and industry need / Assessment for learning / High impact pedagogies</p>	<p><u>Capstone project/dissertation</u>  The level 6 project or dissertation is a critical point for the integration and synthesis of knowledge and skills from across the course. It also provides an important transition into employment if the assessment is authentic, industry-facing or client-driven. It is recommended that this is a capstone experience, bringing together all learning across the course and creates the opportunity for the development of student outcomes including <b>professionalism, integrity</b> and <b>creativity</b>.</p>	<p>The Capstone Business Project enables students to carry out a consultancy project within a business, explore the possibility of new venture creation, or produce a 'standard' project investigating and finding evidence based solutions to business challenges. Real world impact will be at the core of each project and the project should ideally be carried out within a workplace and applied.</p>
--	---	---

## Appendix C: Personal Development Planning

Approach to PDP	Level 7
1 Supporting the development and recognition of skills through the personal tutor system.	<ul style="list-style-type: none"> <li>• All students will be allocated a personal tutor.</li> <li>• Two meetings per year.</li> <li>• Sign post to additional support as needed.</li> <li>• Identify gaps and signpost training opportunities.</li> <li>• Project facilitators.</li> </ul>
2 Supporting the development and recognition of skills in academic modules/modules.	<ul style="list-style-type: none"> <li>• Personal Coaching.</li> <li>• Project events.</li> <li>• Signposting to necessary support functions via Personal Tutoring and personal coaching.</li> <li>• Assessment of a wide range of skills (see assessment matrix).</li> <li>• Extracurricular activity 'masterclass' programme running alongside core academic programme.</li> </ul>
3 Supporting the development and recognition of skills through purpose designed modules/modules.	<p>Examples of Specific modules are:</p> <ul style="list-style-type: none"> <li>• Creativity, Curiosity &amp; Research - research skills, synthesis &amp; critical analysis</li> <li>• Capstone Project – Resilience, grit, analysis, report writing.</li> </ul>
4 Supporting the development and recognition of skills through research projects and dissertations work.	<ul style="list-style-type: none"> <li>• All module assessments involve an element of evidence based decision making thus all require some level of research.</li> <li>• Creativity Curiosity &amp; Research – introduction to the research project</li> <li>• Project Escalator</li> <li>• Research in Action Module</li> <li>• Project Launch</li> <li>• Capstone project</li> </ul>
5 Supporting the development and recognition of career management skills.	<ul style="list-style-type: none"> <li>• Capstone project – working on a real scenario.</li> <li>• Links with Enterprise to provide entrepreneurial support.</li> <li>• Jobshop on site assistance.</li> <li>• Networking opportunities to improve mobility.</li> </ul>

<p>6 Supporting the development and recognition of career management skills through work placements or work experience.</p>	<ul style="list-style-type: none"> <li>• Masterclasses.</li> <li>• Coaching.</li> <li>• Networking.</li> <li>• Enterprise Activities</li> <li>• Long list of extra curricular activity</li> </ul>
<p>7 Supporting the development of skills by recognising that they can be developed through extra curricula activities.</p>	<ul style="list-style-type: none"> <li>• Student Support</li> <li>• PDP</li> <li>• Professional Body contact</li> <li>• Employability Service for two years post graduate</li> <li>• Reflection</li> </ul>
<p>8 Supporting the development of the skills and attitudes as a basis for continuing professional development.</p>	<ul style="list-style-type: none"> <li>• Alumni</li> <li>• Industry Speakers</li> <li>• Professional bodies</li> <li>• Volunteering opportunities</li> <li>• CIBS talks</li> <li>• Professional Coaching</li> </ul>
<p>9 Other approaches to personal development planning.</p>	<p>Reflection in most modules and learning diary kept on Capstone project</p>
<p>10 The means by which self-reflection, evaluation and planned development is supported e.g. electronic or paper-based learning log or diary.</p>	<p>Examples of Specific modules are:</p> <ul style="list-style-type: none"> <li>• Creativity, Curiosity &amp; Research - research skills, synthesis &amp; critical analysis</li> <li>• Capstone Project – Resilience, grit, analysis, report writing.</li> </ul>

## Appendix D: Terminology

<b>awarding body</b>	a UK higher education provider (typically a university) with the power to award higher education qualifications such as degrees
<b>bursary</b>	a financial award made to students to support their studies; sometimes used interchangeably with 'scholarship'
<b>collaborative provision</b>	a formal arrangement between a degree-awarding body and a partner organisation, allowing for the latter to provide higher education on behalf of the former
<b>compulsory module</b>	a module that students are required to take
<b>contact hours</b>	the time allocated to direct contact between a student and a member of staff through, for example, timetabled lectures, seminars and tutorials
<b>coursework</b>	student work that contributes towards the final result but is not assessed by written examination
<b>current students</b>	students enrolled on a course who have not yet completed their studies or been awarded their qualification
<b>delivery organisation</b>	an organisation that delivers learning opportunities on behalf of a degree-awarding body
<b>distance-learning course</b>	a course of study that does not involve face-to-face contact between students and tutors
<b>extracurricular</b>	activities undertaken by students outside their studies
<b>feedback (on assessment)</b>	advice to students following their completion of a piece of assessed or examined work
<b>formative assessment</b>	a type of assessment designed to help students learn more effectively, to progress in their studies and to prepare for summative assessment; formative assessment does not contribute to the final mark, grade or class of degree awarded to students

<b>higher education provider</b>	organisations that deliver higher education
<b>independent learning</b>	learning that occurs outside the classroom that might include preparation for scheduled sessions, follow-up work, wider reading or practice, completion of assessment tasks, or revision
<b>intensity of study</b>	the time taken to complete a part-time course compared to the equivalent full-time version: for example, half-time study would equate to 0.5 intensity of study
<b>lecture</b>	a presentation or talk on a particular topic; in general lectures involve larger groups of students than seminars and tutorials
<b>learning zone</b>	a flexible student space that supports independent and social learning
<b>material information</b>	information students need to make an informed decision, such as about what and where to study
<b>mode of study</b>	different ways of studying, such as full-time, part-time, e-learning or work-based learning
<b>modular course</b>	a course delivered using modules
<b>module</b>	a self-contained, formally structured unit of study, with a coherent and explicit set of learning outcomes and assessment criteria; some providers use the word 'course' or 'course unit' to refer to individual modules
<b>national teaching fellowship</b>	a national award for individuals who have made an outstanding impact on student learning and the teaching profession
<b>navigability (of websites)</b>	the ease with which users can obtain the information they require from a website
<b>optional module</b>	a module or course unit that students choose to take
<b>performance (examinations)</b>	a type of examination used in performance-based subjects such as drama and music
<b>professional body</b>	an organisation that oversees the activities of a particular profession and represents the interests of its members
<b>prospective student</b>	those applying or considering applying for any programme, at any level and employing any mode of study, with a higher education provider

<b>regulated course</b>	a course that is regulated by a regulatory body
<b>regulatory body</b>	an organisation recognised by government as being responsible for the regulation or approval of a particular range of issues and activities
<b>scholarship</b>	a type of bursary that recognises academic achievement and potential, and which is sometimes used interchangeably with 'bursary'
<b>semester</b>	either of the parts of an academic year that is divided into two for purposes of teaching and assessment (in contrast to division into terms)
<b>seminar</b>	seminars generally involve smaller numbers than lectures and enable students to engage in discussion of a particular topic and/or to explore it in more detail than might be covered in a lecture
<b>summative assessment</b>	formal assessment of students' work, contributing to the final result
<b>term</b>	any of the parts of an academic year that is divided into three or more for purposes of teaching and assessment (in contrast to division into semesters)
<b>total study time</b>	the total time required to study a module, unit or course, including all class contact, independent learning, revision and assessment
<b>tutorial</b>	one-to-one or small group supervision, feedback or detailed discussion on a particular topic or project
<b>work/study placement</b>	a planned period of experience outside the institution (for example, in a workplace or at another higher education institution) to help students develop particular skills, knowledge or understanding as part of their course
<b>workload</b>	see 'total study time'
<b>written examination</b>	a question or set of questions relating to a particular area of study to which candidates write answers usually (but not always) under timed conditions