**Programme Specification**

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| **Please note:** 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 passes the programme. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in the programme handbook. The accuracy of the information contained in this specification is reviewed by the University and may be checked by the Quality Assurance Agency for Higher Education. |

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| **BA (Hons)Sport Management****BA (Hons) Sport Management with a Year in Industry** |

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| 1. **Awarding Institution/Body**
 | University of Kent |
| 1. **Teaching Institution**
 | University of Kent  |
| 1. **School responsible for management of the programme**
 | School of Sport and Exercise Sciences |
| 1. **Teaching Site**
 | MedwayGD Goenka |
| 1. **Mode of Delivery**
 | Full-timePart-time |
| 1. **Programme accredited by**
 | N/A  |
| 1. **a) Final Award**
 | BA (Hons)  |
| 7. **b) Alternative Exit Awards**  | BA (non hons) Sport Management; BA (non hons) Sport Management with a Year in IndustryDiploma in Sport Management; Diploma in Sport Management with a Year in IndustryCertificate in Sport Management |
| 1. **Programme**
 | Sport Management, Sport Management with a Year in Industry |
| 1. **UCAS Code (or other code)**
 | C607 |
| 1. **Credits/ECTS Value**
 | 360 credits/180 ECTS |
| 1. **Study Level**
 | Level 6 |
| 1. **Relevant QAA subject benchmarking group(s)**
 | Events Hospitality, Leisure, Sport and Tourism (2016);Business and Management (2015) |
| 1. **Date of creation/revision**
 | Dec 2015/Dec 2016/Jan 2018 |
| 1. **Intended Start Date of Delivery of this Programme**
 | September 2019 |

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| 1. **Educational Aims of the Programme**

The programme aims to: |
| * Provide a multidisciplinary and interdisciplinary education that maximises local provision opportunities for students who seek professional careers within the field of sport management.
* Prepare students to meet the challenges of an expanding and rapidly changing industry whilst providing them with a wide choice of careers. (GBM SB 2.1a)
* Develop students’ understanding of key concepts, skills and techniques within the field of management studies and an appreciation of how these are applied in the world of work.
* Provide a curriculum that enhances student employability.
* Present a challenging and valuable educational experience providing students with the opportunity to learn through the integration of theory and practice.
* Provide a sound academic base from which students may continue to benefit from formal and informal management education and experiential learning (GBM SB 2.1c).
* Ensure that Sport Management graduates will have developed the level of academic knowledge and relevant professional competencies required by sport industries.
* Develop key transferable skills with applications in management (GBM SB2.3, SB2.4).
* Give students the opportunity to conduct an in depth enquiry in selected areas relevant to sport management.
* Develop the ability to critically apply management and marketing theories in a range of different contexts, through the development of cognitive, critical and intellectual skills, research skills and personal and interpersonal skills.

The Year in Industry additionally aims to:* Enable students to gain awareness of the application of technical concepts in the workplace.
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| **16 Programme Outcomes**The programme provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:1. A rounded knowledge in sports marketing, event management, human resources and leadership.
2. A critical mind that is capable of synthesising, evaluating and applying information from a range of sources.
3. An ability to work independently and within group situations in order to efficiently and effectively achieve a task.
4. Good communication with peers, supervisors/management and other stakeholders using a range of resources.
5. An understanding of how to access new information to develop knowledge and ensure best practices

The programme outcomes have references to the QAA subject benchmarking statement for undergraduate awards in ‘Events, Hospitality, Leisure, Sport and Tourism’ (EHLST) and ‘Business and Management’ (BM). |

**A. Knowledge and Understanding of:**

1. Management – the processes, procedures and practices for effective management of organisations, including theories, models, frameworks, tasks and roles of management together with rational analysis and processes of decision making within organisations and in relation to the external (EHLST 3.20.3, 3.20.5; BM 3.6, 3.7, 5.5).
2. Concepts and marketing models within a sporting context to include the role of media and sponsorship (EHLST 3.20.5; BM 3.7.2, 3.7.9)
3. Management of employees in sports industries (SB EHLST 3.20.3, 3.20.5 GBM 3.7.5)
4. Within the framework of the areas of ‘Organisations’, ‘External Environment’ and ‘Management’ graduates will be able to demonstrate knowledge and understanding of: Markets, Customers, People, Operations, Communications and IT, Business Policy and Strategy, Contemporary and Pervasive Issues (EHLST 3.20.3, 3.20.4, 3.20.5; BM 3.7).
5. Leadership theory and styles and the relevant models (EHLST 3.20.3, 3.20.4, 3.20.5; BM 3.7.5)
6. Contemporary and pervasive issues deepening and/or integrating, core knowledge (BM 3.7)
7. Social processes which influence individual and group behaviour. (EHLST 3.20.4)
8. The development of appropriate strategies within changing environments to meet stakeholders’ interests (EHLST 3.20.3, 3.20.4, 3.20.5 5.3.2, 6.21.2; BM 3.7.11)
9. The use of a range of marketing and/or business research methods and techniques (qualitative and quantitative) and an understanding of the situations in which they should be used for providing marketers and/or managers with information to make informed decisions (EHLST 3.20.3, 3.20.5, 5.2.1, 5.2.2, 6.2.1; BM 3.9.6).

**Outcome specific to the Year in Industry programme**

1. Aspects of the core subject areas from the perspective of a public, private or voluntary sport organisation.

**Skills and Other Attributes**

**B. Intellectual Skills:**

1. Effectively apply the skills needed for academic study and enquiry including critical evaluation (EHLST 5.2.1, 5.2.2, 5.2.3, 5.2.5; BM 3.9.14)
2. Effective self-management in terms of time, planning and behaviour, motivation, self-starting, individual initiative and enterprise (BM 3.9.15)
3. Apply knowledge to the solution of familiar and unfamiliar problems, either independently or with others, in order to develop reasoned arguments and challenge assumptions (EHLST 5.2.6, 5.2.7, 5.2.9; BM 3.9)
4. Self-appraise and reflect on practice (EHLST 5.2.11)
5. Critically evaluate arguments and evidence (EHLST 5.2.3; BM 3.9.14)
6. Recognise and respond to moral, legal, ethical and safety issues which directly pertain to the context of study (EHLST 5.2.13, 3.7.13).
7. Analytical skills necessary for the analysis of problems and the application of a systematic approach towards the identification of appropriate strategies and/or tactics. (EHLST 3.26.30, 5.2.2, 5.2.4, 5.3.2; BM 3.9.2, 3.9.14).
8. Critical thinking and creativity; managing creative processes in self and/or others; organising thoughts; analysis, synthesis and critical appraisal. (EHLST 5.2.3; BM 3.9.2, 3.9.14).
9. Conduct research into business/management issues for project work, using a variety of sources and appropriate methodologies that inform the learning process. (EHLST 5.2.1, 5.2.2, 5.2.5; BM 3.9.3, 3.9.6)

**Outcome Specific to the Year in Industry Programme**

1. Use of the intellectual skills specified for the programme in the context of a public, private or voluntary sport organisation.

**C. Subject-specific Skills:**

1. Create, evaluate and assess options in a range of business situations, applying concepts and knowledge appropriately (EHLST 6.21.2; BM 3.9)
2. Communicate effectively, orally, and in writing, about business issues (EHLST 6.19.3; BM 3.9.12)
3. Ability to conduct research into sport business and management issues, either individually or as part of a team. Requires familiarity with a range of business data, research sources and appropriate methodologies (EHLST 6.20.1, 6.20.3, 6.21.1; BM 3.9.3, 3.9.6)
4. Apply and evaluate relevant managerial skills to a range of vocational and professional situations (EHLST 6.19.3, 6.21.2, 6.21.3; BM 3.2, 3.6)
5. Identify, formulate and solve business/decision making problems using appropriate qualitative and quantitative tools (BM 3.9.3, 3.9.6)
6. Problem solving and decision making, establishing criteria, using appropriate decision techniques including identifying, formulating and solving business/management problems; the ability to create, identify and evaluate options. (EHLST 6.20.1, 6.20.3, 6.21.1, 6.21.2, 6.21.3; BM 3.9.2, 5.5)
7. Display and apply a broad range of skills, including awareness of current government policy, ethical issues in different situations, health and safety, value management, exercise promotion, population differences and the role of education, health and sports bodies in improving the health of the nation (EHLST 6.19.1, 6.19.3)
8. Understand and apply the theories, concepts and principles of practice from the generic management areas of operations, finance, human resources, economics and marketing to sports facilities and events in the voluntary, public and private sector (EHLST 6.21.1)

**Outcome specific to the Year in Industry programme**

1. Application of some of the subject-specific skills specified for the programme from the perspective of a public, voluntary or commercial sport organisation.

**D. Transferable Skills:**

1. Communicate effectively orally and in writing, using media appropriate for the purpose (EHLST 5.2.5; BM 3.7.9, 3.9.7, 3.9.10, 3.9.12)
2. Work in groups effectively and apply other inter-personal skills (EHLST 5.2.7; BM 3.9.8)
3. Problem solving skills (EHLST 5.2.1, 5.2.2; BM 3.9.2)
4. Be an effective self-manager of time, so as to plan and deliver required outputs effectively (EHLST 5.2.3, 5.2.8; BM 3.9.15)
5. Identify and make effective use of information from various sources to assess ideas (EHLST 5.2.1, 5.2.3; BM 3.9.3)
6. Apply numeracy and IT skills appropriately (EHLST 5.2.6; BM 3.9.6)
7. Be an effective communicator: listening, negotiating and persuading or influencing others; oral and written communication using a range of media, including the preparation of business/management reports (EHLST 5.2.3, 5.2.5, 5.2.6; BM 3.7.9, 3.9.1, 3.9.3, 3.9.7, 3.9.10, 3.9.12)
8. Personal effectiveness, self- awareness and self-management; sensitivity to diversity in people and in different situations, the ability to continue learning (EHLST 5.2.3, 5.2.8, 5.2.9; BM 3.9.15, 3.9.16)

Outcome specific to the Year in Industry programme:

9. Utilise transferrable skills specified for the programme in the workplace.

**Teaching/learning and assessment methods and strategies used to enable the programme learning outcomes to be achieved and demonstrated**

Modes of delivery will include traditional lectures, tutor led seminars, student led seminars, tutorials, self-directed learning, computer based learning, workshops, field-work, work-based learning, year in industry (when taken) and research and practical activities.

Guest speakers, including practicing sport managers, sport providers, entrepreneurs and sport scientists, and involvement with external sport organisations will develop students’ practical awareness and understanding of the sport industries.

Strong links have been developed with sports development departments and sports providers in Kent. This will give students the opportunity to experience a range of vocational experiences, which will be of particular benefit for the ‘Sport and Exercise Promotion’, ‘Sport and Exercise Leadership’, ‘Principles of Sports Marketing’, ‘Human Resource Management in Sport’, ‘Industry Placement’, year in industry (when taken) and ‘Event Management’ modules.

Students will be required to support formal classes with reading.

The teaching and learning of relevant transferable skills are incorporated within individual modules. For example, presentation skills discussed as part of preparation for assessment. Written communication styles covered within assessment preparation. Harvard referencing and study skills are introduced at Stage 1 and sessions explaining how to prepare PowerPoint presentations are included within modules.

A series of study skills workshops are scheduled and delivered by UELT, which are accessible for all students. These include essay and report writing, research skills, presentations and revision/ examination strategies. Group activities and assessments receive feedback relating to interactive and group skills.

**Assessment**

Regular assessments and examinations in this programme provide valuable feedback in the learning process.

Theoretical modules will be assessed through a combination of examination and coursework assessment. Coursework will contribute between 0% and 100% of the total module assessment.

A number of the vocationally/practice-based modules will be assessed using a combination of coursework assessment, supervisor evaluation, portfolio (when year in industry taken) and observations. Other methods of module assessment include presentations, reports, essays, peer assessment, time constrained exercises, learning journals and portfolios, and practical work. Creative assessment is also encouraged through the observations of professional leaders, the organisation of community sport events and student placements in various sport organisations. Students are encouraged to evaluate their own work and that of other team members.

Examinations will be taken at the end of the academic year in which that module is completed.

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| For more information on the skills developed by individual modules and on the specific learning outcomes associated with any Certificate, Diploma or BA non-honours awards relating to this programme of study, see the module mapping table, located at the end of this specification.  |

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| **17 Programme Structures and Requirements, Levels, Modules, Credits and Awards**The BA (Hons) in Sport Management programme is studied over three years full-time or six years part-time. The programme is divided into three stages, each stage comprising modules to a total of 120 credits. Students must successfully complete each module in order to be awarded the specified number of credits for that module. One credit corresponds to approximately ten hours of 'learning time' (including all classes and all private study and research). Thus obtaining 120 credits in an academic year requires 1,200 hours of overall learning time. For further information on modules and credits refer to the Credit Framework at <http://www.kent.ac.uk/teaching/qa/credit-framework/creditinfo.html> Each module and programme is designed to be at a specific level. For the descriptors of each of these levels, refer to Annex 2 of the Credit Framework at <http://www.kent.ac.uk/teaching/qa/credit-framework/creditinfoannex2.html>. To be eligible for the award of an honours degree students must obtain 360 credits, at least 210 of which must be at Level 5 or above, including at least 90 credits at level 6 or above at Stage 3.Students successfully completing Stage 1 of the programme and meeting credit framework requirements who do not successfully complete Stage 2 will be eligible for the award of the Certificate in Sport Management. Students successfully completing Stage 1 and Stage 2 of the programme and meeting Credit Framework requirements who do not successfully complete Stage 3 will be eligible for the award of the Diploma in Sport Management. Students successfully completing Stage 2 of the programme and achieving 300 credits overall including at least 60 credits at level 6 or above in Stage 3 and meeting Credit Framework requirements will be eligible for the award of a BA non-honours degree.The BA (Hons) in Sport Management with a Year in Industry is studies over four years full-time, with the third year spent on an industrial placement. The placement year comprises 120 credits and students must achieve 480 credits overall to qualify for this version of the award.Students successfully completing Stage 2 and also the placement year and meeting credit framework requirements will be eligible for the award of the Diploma with a Year in Industry.For further information refer to the Credit Framework at <https://www.kent.ac.uk/teaching/qa/credit-framework/creditinfo.html#exit-awards>. Compulsory modules are core to the programme and must be taken by all students studying the programme. Optional modules provide a choice of subject areas, from which students will select a stated number of modules. Where a student fails a module(s) due to illness or other mitigating circumstances, such failure may be condoned, subject to the requirements of the Credit Framework and provided that the student has achieved the **programme** learning outcomes. For further information refer to the Credit Framework at <http://www.kent.ac.uk/teaching/qa/credit-framework/creditinfo.html>. Where a student fails a module(s), but has marks for such modules within 10 percentage points of the pass mark, the Board of Examiners may nevertheless award the credits for the module(s), subject to the requirements of the Credit Framework and provided that the student has achieved the **programme** learning outcomes. For further information refer to the Credit Framework. The following modules cannot be condoned, compensated for the Year in Industry programme:. SPORXXXX Industrial Placement Experience can be taken only once. There will be no facility for a resit or a repeat opportunity. Failure of the following modules overall would result in the student reverting to the equivalent single honours non-Year in Industry programme.SPORXXXX Industrial Placement ExperienceSPORXXXX Industrial Placement Portfolio  |

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| **KV Code** | **Code** | **Title** | **Level** | **Credits** | **Term(s)** |
| **Stage 1** |
| **Compulsory Modules** |
| SPOR3490 | SS349 | Introduction to Professional Skills | 4 | 15 | Autumn |
| BUSN3660 | CB366 | Management Principles | 4 | 15 | Spring |
| SPOR3500 | SS350 | Introduction to Sport Industries | 4 | 15 |  Autumn or Spring |
| SPOR3440 | SS344 | Introduction to Sport and Exercise Psychology | 4 | 15 | Autumn |
| **Optional Modules** Students must select a total of 60 credits from a list of optional modules that will be provided by the School.Students are advised to ensure that they undertake a balanced programme of optional modules across Autumn and Spring Terms. Students will be provided with advice in relation to the combination of modules they choose and the balance of credit load across the academic terms. Students will also be given advice relating to prerequisite modules and in particular Stage 3 modules that require a Stage 1 prerequisite module. |
| **Stage 2** |
| **Compulsory Modules** |
| SPOR5300 | SS530 | Sport and Exercise Leadership | 5 | 15 | Autumn |
| SPOR5670 | SS567 | Sport and Exercise Promotion | 5 | 30 | Autumn & Spring |
| SPOR5550 | SS555 | Principles of Sports Marketing | 5 | 30 | Autumn & Spring |
| SPOR5740 | SS574 | Human Resource Management in Sport | 5 | 15 | Spring |
| **Optional Modules** Students must select a total of 30 credits (15 credits in Autumn Term and 15 credits in Spring Term) from a list of optional modules that will be provided by the School. |
| **Stage S** |
| SPORXXXX | SSXXX | Industrial Placement Experience | 5 | 90 | 1, 2& 3 |
| SPORXXXX | SSXXX | Industrial Placement Portfolio  | 6 | 30 | Autumn & Spring |
| **Stage 3** |
| **Compulsory Modules (for the non-year in industry programme)** |
| SPOR5790 | SS579 | Industry Placement | 6 | 30 | Autumn & Spring |
| SPOR5780 | SS578 | Event Management | 6 | 30 | Autumn (taught) & Spring (assessed) |
| **Compulsory Modules (for the year in industry programme)** |
| SPOR5040 | SS504 | Individual Research Study | 6 | 30 | Autumn & Spring |
| SPOR5780 | SS578 | Event Management | 6 | 30 | Autumn (taught) & Spring (assessed) |
| **Optional Modules** Students must select a total of 60 credits from a list of optional modules that will be provided by the School.Students are advised to ensure that they undertake a balanced programme of optional modules across Autumn and Spring Terms. Students will be provided with advice in relation to the combination of modules they choose and the balance of credit load across the academic terms. Students will also be given advice relating to prerequisite modules and in particular Stage 3 modules that require a Stage 1 prerequisite module. |

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| **18 Work-Based Learning** |
| Disability Statement: `Where disabled students are due to undertake a work placement as part of this programme of study, a representative of the University will meet with the work placement provider in advance to ensure the provision of anticipatory and reasonable adjustments in line with legal requirements.Where it has not been possible for the student to gain an external placement where reasonable adjustments have been able to be made, the module convenor will discuss with the student relevant placement opportunities within the University. |
| All students on the BA (Hons) Sport Management are required to take the compulsory module SS579 ‘Industry Placement’, providing business and managerial experience. This provides the opportunity to enrich learning and develop skills during a 200 hour placement. The student is required to attend placement tutorials with the module convenor during the placement. The student will be visited on site, or contacted via video conferencing where more appropriate, by the module convenor, another member of academic staff, or an approved appointed representative. Students are required to obtain their own work placement, but workshops are provided to equip students with the skills to find a successful placement. Information relating to potential placements is emailed to all students once they have progressed from Stage 2 and is further discussed within the placement workshops. All external placements will be assessed for appropriateness by the School. The BA (Hons) Sport Management with a year in industry has the same structure as the BA (Hons) Sport Management with the addition of the work-based learning (WBL) placement year between Stage 2 and the final Stage, represented by the modules SPORXXX Industrial Placement Experience and SPORXXX Industrial Placement Portfolio. For the purpose of honours classification SPORTXXX Industrial Placement Experience is assessed on a pass/fail basis. The remaining module, SPORXXX Industrial Placement Portfolio, provides a mark for the year in industry, which has weight 10%. Stage 2 has weight 35% and the final year 55%. WBL placements can take place anywhere in the world, although the vast majority take place in the UK. The onus is on students to secure WBL placements, however SSES provides support to facilitate this. The WBL is assessed as specified in the module specification for SPORXXX Industrial Placement Experience. The University, with reference to the employer’s evaluation, determines whether the student has passed SPORXXX Industrial Placement Experience. During the placement, a member of the module team provides ongoing support and advice, including telephone updates, and generally, for placements in the UK, at least one on-site visit. |

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| **19 Support for Students and their Learning** |
| * School and University induction programme
* Programme/module handbooks - both new and continuing students receive an annual Programme Handbook covering the framework of modules for each stage of their programme, together with staffing details. Individual module packs are also provided which identify in detail the intended learning outcomes, scheme of work, general module reading list, coursework descriptions, recommended reading per lecture and timetable details.
* Library services <http://www.kent.ac.uk/library/>
* Student Support <http://www.kent.ac.uk/studentsupport/>
* Student Wellbeing [www.kent.ac.uk/studentwellbeing/](http://www.kent.ac.uk/studentwellbeing/)
* Centre for English and World Languages <http://www.kent.ac.uk/cewl/index.html>
* Student Learning Advisory Service <http://www.kent.ac.uk/uelt/about/slas.html>
* PASS system <https://www.kent.ac.uk/teaching/qa/codes/taught/annexg.html> - all students have a personal tutor and academic adviser with whom they meet on average once each term, ensuring that their performance, progress and attendance are monitored so that help can be offered where appropriate. Personal tutors provide advice and help on a comprehensive range of personal and academic support matters, and can advise students on where to seek help
* Academic Adviser system <https://www.kent.ac.uk/teaching/advisers/index.html>
* Kent Union [www.kentunion.co.uk/](http://www.kentunion.co.uk/)
* Careers and Employability Services [www.kent.ac.uk/ces/](http://www.kent.ac.uk/ces/)
* Counselling Service https://www.kent.ac.uk/studentwellbeing/counselling/
* Information Services (computing and library services) [www.kent.ac.uk/is/](http://www.kent.ac.uk/is/)
* Undergraduate student representation at School, Faculty and Institutional levels
* International Recruitment Office <https://www.kent.ac.uk/internationalstudent/>; International Partnerships Office <https://www.kent.ac.uk/global/partnerships/>
* Medical Centre <https://www.kent.ac.uk/studentwellbeing/medicalcentre.html>
* Students are provided with information about local student support services in Medway as well as those available to all University of Kent students in Canterbury.
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| **20 Entry Profile**The minimum age to study a degree programme at the university is normally at least 17 years old by 20 September in the year the programme begins. There is no upper age limit. |
| 20.1 **Entry Route**For current information, please refer to the University prospectus |
|  A level - BBBGCSE - Mathematics and English at grade CAccess to HE Diploma - assessed on an individual basis. If we make you an offer, you will need to obtain/pass the overall Access to Higher Education Diploma and may also be required to obtain a proportion of the total level 3 credits and/or credits in particular subjects at merit grade or aboveBTEC Level 3 Extended Diploma (formerly BTEC National Diploma) - 18 units at Distinction, Distinction, Merit plus GCSE Mathematics grade CInternational Baccalaureate - 34 points overall or 15 points at HL including Mathematics 4 at HL or SLInternational students - The University welcomes applications from international students. Our international recruitment team can guide you on entry requirements. See our International Student website for further information about entry requirements for your country.If you need to increase your level of qualification ready for undergraduate study, we offer a number of International Foundation Programmes. |
| 20.2 **What does this programme have to offer?** |
| * An excellent grounding in both the academic and practical aspects of a wide range of management disciplines, together with opportunities to specialise.
* The opportunity for applied learning within a range of environments to include: sports development, sport events, leisure centres, fitness centres.
* The opportunity to plan, design and execute practical activities.
* An exceptionally high level of personal support and guidance.
* A local opportunity for HE study, addressing both personal development aims and consequent career progression, for students in ‘widening participation’ categories for who such study might otherwise be impossible.
* Flexibility to transfer from full-time to part-time study or vice versa, as personal/employment circumstances may dictate.
* The opportunity (part-time students) to immediately apply their learning in the workplace and reflect on the results in an objective and non-judgmental way.
* For the programme with a year in industry, the opportunity to spend a year on a relevant placement.
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| 20.3 **Personal Profile** |
| This programme is for students who:* Have a genuine interest in the sport industry and the management of organisations, possibly gained as a result of experience in full-time or part-time employment.
* Welcome the opportunity to develop their knowledge and skills by working with others.
* Are motivated to work hard in order to achieve their personal academic goals.
* Are prepared to tackle problems across a range of functional specialisms and also at whole-organisation level.
* Are prepared to be actively involved in a range of academic and practical subjects.
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| 21 **Methods for Evaluating and Enhancing the Quality and Standards of Teaching and Learning** |
| 21.1 **Mechanisms for review and evaluation of teaching, learning, assessment, the curriculum and outcome standards** |
| * Student module evaluations
* Annual programme and module monitoring reports <http://www.kent.ac.uk/teaching/qa/codes/taught/annexe.html>
* External Examiners system <http://www.kent.ac.uk/teaching/qa/codes/taught/annexk.html>
* Periodic programme review <http://www.kent.ac.uk/teaching/qa/codes/taught/annexf.html>
* Annual staff appraisal
* Peer observation
* Quality Assurance Framework <http://www.kent.ac.uk/teaching/qa/codes/index.html>
* QAA Higher Education Review <http://www.qaa.ac.uk/InstitutionReports/types-of-review/higher-education-review/Pages/default.aspx>
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| 21.2 **Committees with responsibility for monitoring and evaluating quality and standards** |
| * Staff-Student Liaison Committee
* School Education Committee
* Faculty Education Committee
* Faculty Board
* Education Board
* Board of Examiners
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| 21.3 **Mechanisms for gaining student feedback on the quality of teaching and their learning experience** |
| * Student module evaluations
* Staff-Student Liaison Committee
* Student rep system (School, Faculty and Institutional level)
* Annual NSS
* Discussions with Academic Advisers
* Discussions and/or exit interviews with Student Support Officer
* Staff have office hours when students can discuss their modules/programmes
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| 21.4 **Staff Development priorities include:** |
| * PGCHE requirements
* HEA (associate) fellowship membership
* Annual appraisals
* Institutional Level Staff Development Programme
* Academic Practice Provision (PGCHE, other development opportunities)
* Professional body membership and requirements
* Programme team meetings
* Research seminars
* Conferences
* Study leave
* Equality, Diversity and Inclusivity (EDI) awareness
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| 22 **Indicators of Quality and Standards** |
| * Results of periodic programme review (last review 2015)
* QAA Higher Education Review 2015
* Annual External Examiner reports
* Annual programme and module monitoring reports
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| 22.1 **The following reference points were used in creating these specifications:** |
| * QAA UK Quality Code for Higher Education <http://www.qaa.ac.uk/assuring-standards-and-quality>
* QAA undergraduate benchmarking statements for ‘Events, Hospitality, Leisure, Sport and Tourism’ (2016); ‘Business and Management’ (2015)
* School and Faculty plan
* University Plan <https://www.kent.ac.uk/about/plan/> and Learning and Teaching Strategies <https://www.kent.ac.uk/uelt/strategies/lta.html>
* Staff research activities
* Kent Inclusive Practices (<https://www.kent.ac.uk/studentsupport/accessibility/inclusive-practice.html>)
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| 23 **Inclusive Programme Design**  |
| The School recognises and has embedded the expectations of current equality legislation, by ensuring that the programme is as accessible as possible by design. Additional alternative arrangements for students with Inclusive Learning Plans (ILPs)/declared disabilities will be made on an individual basis, in consultation with the relevant policies and support services. |

| BA Sport Management and Sport Management with a Year in Industry |
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|  | Stage 1 | Stage 2 | Stage S | Stage 3 |
|  | **Introduction to Sport & Exercise Psychology SS344** | **Introduction to Sport Industries SS350** | **SS349 Introduction to professional skills**  | **CB366 Management** **Principles** | **Sport & Exercise Leadership SS530** | **Sport & Exercise Promotion SS567** | **SS555 Principles of Sports Marketing** | **Human Resource Management in Sport SS574** | **SPORTXXX Industrial Placement Experience** |  **SSXXX Industrial Placement Experience** | **SS578 Event Management** | **SS579 Industry Placement or SS504 Induvidual Research Study** |
| 1. **Knowledge and Understanding**
 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Processes, procedures and practices for effective management of organisations |  |  |  | √ |  |  | √ |  | √ | √ | √ | √ |
| 2. Concepts and marketing models within a sporting context  |  |  |  |  |  | √ | √ |  | √ | √ | √ | √ |
| 3. Management of employees in Sports, Industries  |  |  |  |  |  |  |  | √ | √ | √ | √ | √ |
| 4. Able to demonstrate knowledge and understanding of: Markets, Customers, etc |  |  |  |  |  | √ | √ |  | √ | √ | √ | √ |
| 5. Leadership theory and leadership styles and the relevant models  | √ |  |  |  | √ |  |  |  | √ | √ |  | √ |
| 6. Contemporary and pervasive issues deepening and/or integrating, core knowledge  |  |  |  |  |  |  | √ | √ | √ | √ |  | √ |
| 7. Social processes which influence individual and group behaviour.  | √ |  |  |  |  | √ |  |  | √ |  | √ |  |
| 8. Development of appropriate strategies  |  | √ |  |  | √ | √ |  |  | √ | √ | √ | √ |
| 9. Marketing and/or business research methods and techniques  |  |  |  |  |  | √ | √ |  |  | √ | √ | √ |
| 10. Aspects of the core subject areas from the perspective of a public, private or voluntary sport organisation. |  |  |  |  |  |  |  |  | √ | √ |  |  |
| 1. **Intellectual Skills**
 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Effectively apply skills needed for academic study and enquiry including critical evaluation.  |  | √ | √ |  |  |  | √ | √ | √ | √ | √ | √ |
| 2. Effective self-management  |  | √ |  |  |  | √ | √ |  | √ | √ | √ | √ |
| 3. Apply knowledge to the solution of familiar and unfamiliar problems |  | √ | √ |  |  | √ | √ | √ | √ | √ | √ | √ |
| 4. Self-appraise and reflect on practice  |  | √ | √ |  |  | √ | √ | √ | √ | √ | √ | √ |
| 5. Critically evaluate arguments and evidence.  |  |  | √ |  |  |  | √ | √ | √ | √ | √ | √ |
| 6. Recognise and respond to moral, legal, ethical and safety issues  |  |  |  |  | √ | √ |  |  | √ | √ | √ | √ |
| 7. Analytical skills  | √ | √ |  |  | √ | √ | √ | √ | √ | √ | √ | √ |
| 8. Critical thinking and creativity | √ |  |  |  |  | √ | √ |  | √ | √ |  |  |
| 9. Conduct research into business/management issues |  | √ |  |  |  | √ |  | √ | √ | √ | √ | √ |
| 1. Use of the intellectual skills specified for the programme in the context of a public, private or voluntary sport organisation.
 |  |  |  |  |  |  |  |  | √ | √ |  |  |
| 1. **Subject Specific Skills**
 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.Create, evaluate and assess options in a range of business situations |  |  | √ | √ |  |  | √ | √ | √ | √ | √ | √ |
| 2. Communicate effectively, orally, and in writing, about business issues  |  |  | √ | √ |  |  | √ | √ | √ | √ | √ | √ |
| 3. Ability to conduct research into business and management issues |  |  |  |  |  |  | √ |  | √ | √ | √ | √ |
| 4. Apply and evaluate relevant managerial skills |  |  | √ |  | √ | √ | √ | √ | √ | √ | √ | √ |
| 5. Identify, formulate and solve business/ decision making problems |  |  |  | √ |  |  | √ |  | √ | √ | √ | √ |
| 6. Ethical and value management  | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 7. Problem solving and decision making |  |  | √ |  | √ | √ | √ | √ | √ | √ | √ | √ |
| 8. Understand and apply the theories, concepts and principles of practice |  | √ |  |  | √ | √ | √ | √ | √ | √ | √ | √ |
| 1. Application of some of the subject-specific skills specified for the programme from the perspective of a public, voluntary or commercial sport organisation
 |  |  |  |  |  |  |  |  | √ | √ |  |  |
| 1. **Transferrable Skills**
 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Communicate effectively orally and in writing, using media appropriate for the purpose  |  | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 2. Work in groups effectively and apply other inter-personal skills  | √ |  | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 3. Problem solving skills  |  |  |  |  |  | √ | √ |  | √ | √ | √ | √ |
| 4. Be an effective self-manager of time, so as to plan and deliver required outputs effectively  | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 5. Identify and make effective use of information from various sources to assess ideas  |  | √ | √ | √ |  | √ | √ | √ | √ | √ | √ | √ |
| 6. Apply numeracy and IT skills appropriately.  |  |  |  |  |  | √ | √ |  | √ | √ | √ | √ |
| 7. Be an effective communicator |  | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 8. Personal effectiveness, self- awareness and self-management | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 9. Utilise transferrable skills specified for the programme in the workplace |  |  |  |  |  |  |  |  | √ | √ |  |  |