

Approved ...3rd February 2016.....

PROGRAMME SPECIFICATION

1. General information

Awarding body / institution	Leeds Trinity University
Teaching institution	Leeds Trinity University
Professional accreditation body <i>(if applicable)</i>	n/a
Final award <i>(eg. BA Hons)</i>	BA Hons
Title of programme(s)	Sport Management
Subsidiary award(s) <i>(if any)</i>	CertHE, DipHE, BA
Duration and mode(s) of study	3 years full-time; 6 years part-time
Start date <i>(this version) (month and year)</i>	September 2016
Periodic review next due <i>(acad. year)</i>	2017/18
UCAS course code & code name	N8N8 sprman
Delivery venue(s)	Leeds Trinity University

2. Aims of the programme

Rationale and general aims
<p>The sports industry is a major contributor to the global economy and Sport Management graduates are in increasing demand. There exist exciting opportunities for students who can display an understanding of the complex sports industry along with practical financial and management skills.</p> <p>The BA (Hons) Sport Management has been designed to respond to industry trends and also to provide further diversity to student experiences and graduate intentions at Leeds Trinity University. In terms of academic content, the programme draws upon the disciplines of management, sociology and policy, among others. It also incorporates a substantive practice-related element, which is focused on developing reflective sport management practitioners, who are able to apply their theoretical knowledge effectively in the sport and sport management sectors.</p> <p>The programme was designed in conjunction with SHN students and following consultation with local sport management practitioners and the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), with which endorsement will be sought. As a result of the consultation and pending endorsement, the programme has been designed to provide as much coherence as possible between existing modules in Management, existing modules in Sport and new modules. At Level 4, you are introduced to the recognised discipline platforms that are built upon at Levels 5 and 6. As you progress, you will be able to specialise in the aspects of sport management that interest you most, whilst still adhering to the specifications laid down by CIMSPA endorsement criteria.</p>

Programme Aims:

- a. To enable you to develop an in-depth knowledge and critical understanding of the structure, role and importance of sport in the UK and internationally.
- b. To supply graduates with a critical understanding of management principles, theory and practice.
- c. To provide a range of professional and employability skills, which are transferable to professional and sports management settings.
- d. To allow you to develop a range of investigative skills, culminating in a sustained independent research project.
- e. To enable you to develop the intellectual skills of critical thinking, reflection, synthesis and problem solving.
- f. To provide you with confidence in informal and formal communication.
- g. To produce graduates with the potential to become leaders in the sports industry.
- h. To provide you with knowledge and understanding of key areas of the discipline and to enable you to evaluate critically relevant research.
- i. To offer a range of teaching and learning approaches using the technology and facilities available, so as to meet all students' individual learning needs.

3. Student learning outcomes of the programme

Learning outcomes in terms of:

- knowledge and understanding (K)
- intellectual / cognitive / 'thinking' skills (I)
- physical skills specific to the subject (P)
- employability skills (E)

The 'K1', etc codes are used in section 7c) and module descriptors to refer to each of these learning outcomes.

On successful completion of the programme, students will have demonstrated:

- K1 the ability to research and assess paradigms, principles, theories, concepts and frameworks related to sport management; **[Theory and Frameworks]**
- K2 a systematic understanding of the key features of sport management, at least some of which are informed by contemporary research in the area; **[Sport Management Research]**
- K3 knowledge and understanding of the social scientific basis of sport management; **[Social Science]**
- K4 knowledge and understanding of contemporary theory and practice in management studies, including as they relate to sport; **[Management Theory]**
- K5 a critical awareness of ethical issues within a sport management context; **[Sport Management Context]**
- K6 knowledge and understanding of the role and structure of sport in the UK, and further afield, and the significance of sport management within this; **[Role of Sport]**
- K7 understanding and applying 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; **[Management Principles]**
- I1 secure use of analytical techniques appropriate to the discipline; **[Analytical Techniques]**
- I2 critical evaluation of approaches to solving problems in a disciplinary context; **[Problem Solving]**

- I3 effective and sustained communication of results and arguments; [**Communication of Results**]
- I4 understanding of the limits of their knowledge and the consequent influence on their analysis; [**Limits of Knowledge**]
- I5 a critical understanding of current research and research methodologies in the field of sport management and an ability to appraise the strengths and weaknesses of the approaches adopted; [**Current Research**]
- I6 the ability to plan, sustain, execute and communicate a sustained inquiry in the area of sport management and report the results appropriately; [**Sustained Inquiry**]

Employability skills

- E1 **Self-management** – the ability to plan and manage time; readiness to accept responsibility and improve their own performance based on feedback/reflective learning; the ability to take initiative and be proactive, flexible and resilient;
- E2 **Teamworking** – the ability to co-operate with others on a shared task and to recognise and take on appropriate team roles; leading, contributing to discussions and negotiating; contributing to discussions; awareness of interdependence with others;
- E3 **Business and sector awareness** – an understanding of the key drivers for business success, including the importance of customer/client satisfaction and innovation; understanding of the market/sector in which an organisation operates; the ability to recognise the external context and pressures on an organisation, including concepts such as value for money, profitability and sustainability;
- E4 **Problem-solving** – a capacity for critical reasoning, analysis and synthesis; a capacity for applying knowledge in practice; an ability to retrieve, analyse and evaluate information from different sources;
- E5 **Communication** – the ability to present information clearly and appropriately, both orally and in writing, and to tailor messages to specific audiences and purposes;
- E6 **Application of numeracy** – a general awareness of mathematics and its application in practical contexts; the ability to carry out arithmetic operations and understand data, to read and interpret graphs and tables and to manage a budget;
- E7 **Application of information technology** – the ability to identify the appropriate IT package for a given task; familiarity with word-processing, spreadsheets and file management; the ability to use the internet and email effectively;
- E8 **Entrepreneurship/enterprise** – the ability to demonstrate an innovative approach and creativity, to generate ideas and to identify and take opportunities;
- E9 **Social, cultural & civic awareness** – embracement of an ethos of community and civic responsibility; an appreciation of diversity and ethical issues; an understanding of cultures and customs in the wider community.

See also the generic learning outcomes for subsidiary awards set out in section 4 below.

3. External benchmarks

Statement of congruence with the relevant published subject benchmark statements*(including appropriate references to the FHEQ and any PSRB, employer or legislative requirements)*

The QAA subject benchmark statements for 'Programmes Broadly Concerned with Sport' and 'Programmes Containing the Word Management' define a range of principles that are central to this programme. The programme learning outcomes for the BA (Hons) Sport Management have been designed to reflect the requirements of both of these and both parts of the benchmark statements are dealt with below.

Programmes Broadly Concerned with Sport

The QAA benchmark statement for Sport recognises that there is a great variety in the nature of Sport programmes. This programme recognises the QAA accepted strand of 'policy, planning, management and delivery of sporting opportunities' along with elements of 'historical, social, political, economic and cultural diffusion, distribution and impact of sport'. This programme encompasses multiple disciplines, including social, political and economic aspects of sport, and encourages students to consider the planning and management of sports opportunities.

Programmes Containing the word Management

Aside from the criteria referred to above, the QAA also indicates that programmes containing the word 'management' in the title should, among other things, enable students both to demonstrate and evaluate vocational skills, knowledge and concepts. The programme contains a significant vocational strand, demonstrated by the applied nature of the placement modules and the vocationally-specific delivery in the sport management modules.

4. Learning outcomes for subsidiary awards

Guidance	
<p>The assessment strategy is designed so that each of these outcomes is addressed by more than one module at Level 4.</p> <p>The assessment strategy is designed so that each of these outcomes is addressed by more than one module over Levels 4 & 5.</p>	<p>Generic learning outcomes for the award of <u>Certificate of Higher Education</u>:</p> <p>On successful completion of 120 credits at Level 4, students will have demonstrated an ability to:</p> <ul style="list-style-type: none"> i) interpret and evaluate data appropriate to the discipline; ii) make sound judgements in accordance with basic disciplinary theories and concepts; iii) evaluate the appropriateness of different approaches to solving problems within the discipline; iv) communicate the results of their work coherently; <p>and will have had specific opportunities to display transferable skills relevant to employment related to the discipline.</p> <p>Generic learning outcomes for the award of <u>Diploma of Higher Education</u>:</p> <p>On successful completion of 240 credits, including 120 at Level 5, students will have demonstrated, in addition to the outcomes for a Certificate:</p> <ul style="list-style-type: none"> i) critical understanding of disciplinary principles; ii) application of concepts outside their initial context; iii) use of a range of disciplinary techniques; iv) proficient communication of the results of their work;

The assessment strategy is designed so that each of these outcomes is addressed by more than one module over Levels 4, 5 & 6.

and will have had the opportunity to develop transferable skills relevant to employment related to the discipline, including successful completion of at least one professional placement or school-based training component.

Generic learning outcomes for the award of an Ordinary Degree:

On successful completion of 300 credits, including 60 at Level 6, students will have demonstrated, **in addition to the outcomes for a Diploma**:

- i) an ability to make flexible use of disciplinary concepts and techniques;
- ii) critical evaluation of approaches to solving problems in a disciplinary context;
- iii) an ability to work autonomously within a structured learning experience;
- iv) effective communication of the results of their work in a variety of forms;

and will have had the opportunity to develop transferable skills relevant to employment related to the discipline, including successful completion of two professional placements or school-based training placements.

5. Content

Summary of content by theme

Sport Management

- SHN 4452** Introduction to Sport Management *
- SHN 5242** Event Management
- SHN 6332** Strategy in Sport Management *
- SHN 6322** *Leisure Management*

Management

- BMM 4412** Management and Organisational Behaviour
- BMM 4402** Business Economics
- BMM 5552** People Management
- BMM 5412** *Financial Management*
- BMM 5422** *Legal Issues for Management*
- BMM 6422** *Business and Management Strategy*
- BMM 6482** *Leadership*
- BMM 6472** *International Management*
- BMM 6552** *Financial Reporting*

Employability, Professional Practice and Research Skills

- SHN 4142** Research Methods 1
- SHN 4992** Critical Thinking Skills
- SHN 5142** Research Methods 2
- SHN 6164** Dissertation

- SHN 5152** *Professional Development and Placement 2*
SHN 5162 *Volunteering in Sport, Health and Nutrition*
SHN 6192 *Professional Learning Through Work*

Sport Studies

- SHN 4462** Sport in the UK
SHL 5362 Global Sport
SHN 6262 *Sport and Society*
SHN 5182 *Sociology of Sport.*

The content of the programme is organised into the above four strands and modules are taken from existing provision in Sport and Management, along with new modules that are indicated with an asterisk (*). *Option modules are indicated in Italics.*

The rationale behind module selection has partly been informed by the QAA benchmarks referred to in the previous section, but is also due to the tentative requirements of professional endorsement with CIMSPA (currently suspended).

Aside from the strands indicated above, the programme includes a significant international component in both Sport and Management modules.

6. Structure

BA (Hons) Sport Management

Credits = 360

3 years full-time; 6 years part-time

Level 4

Core: Candidates are required to take:

BMM 4412	Management and Organisational Behaviour	Sem 1	20 credits
SHN 4452	Introduction to Sport Management	Sem 1	20 credits
SHN 4142	Research Methods 1	Sem 2	20 credits
BMM 4402	Business Economics	Sem 2	20 credits
SHN 4462	Sport in the UK	Sem 2	20 credits
SHN 4992	Critical Thinking Skills	Sem 1	20 credits

Level 5

Progression requirements: 120 credits from Level 4, or equivalent.

Core: Candidates are required to take:

SHL 5362	Global Sport	Sem 1	20 credits
BMM 5552	People Management	Sem 2	20 credits
SHN 5142	Research Methods 2	Sem 2	20 credits
SHN 5242	Event Management	Sem 2	20 credits

and are required to choose 20 credits from:

SHN 5152	Professional Development and Placement 2	Sem 2	20 credits
SHN 5162	Volunteering in SHN	Sem 2	20 credits

and are required to choose 20 credits from:

SHN 5182	Sociology of Sport	Sem 1	20 credits
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BMM 5412	Financial Management	Sem 1	20 credits
BMM 5422	Legal Issues for Management	Sem 1	20 credits
<u>Level 6</u>			
Progression requirements 120 credits from Level 4 and 120 credits from Level 5, or equivalent.			
Core: Candidates are required to take:			
SHN 6332	Strategy in Sport Management	Sem 1	20 credits
SHN 6164	Dissertation	Sem 1/2	40 credits
<u>and</u> are required to choose 20 credits from:			
SHN 6262	Sport and Society	Sem 1	20 credits
BMM 6422	Business and Management Strategy	Sem 1	20 credits
<u>and</u> are required to choose 40 credits from:			
SHN 6192	Professional Learning Through Work	Sem 2	20 credits
BMM 6482	Leadership	Sem 2	20 credits
BMM 6472	International Management	Sem 2	20 credits
BMM 6552	Financial Reporting	Sem 2	20 credits
SHN 6322	Leisure Management	Sem 2	20 credits.

7. Learning, teaching and assessment

7a) Statement of the strategy for learning, teaching and assessment for the programme

The BA (Hons) Sport Management draws upon the University's Learning, Teaching and Assessment Strategy in a number of ways. In particular, Level 4 of this programme provides you with the opportunity to build and refine skills for learning that apply to the University and on placements.

Most class sizes are projected at below 50 and are delivered in a range of formats, both tutor facing and online, including: lectures, workshops, seminars, small group work, student-led enquiry and debates. There are also opportunities for you to gain individual help through face-to-face meetings or online support. Use is made of the VLE in order to share programme information and materials and offer a forum for discussion. The Level 6 dissertations are supervised through individual tutorials and students on placement (Levels 4 and 5) are supervised by Progress Tutors.

A range of assessment modes is used, including essays, reports, reviews, briefing papers, policy papers, evaluations, case studies and presentations, in order to offer the broadest possible opportunity for you to excel, with an ultimate aim of achieving the Leeds Trinity LTA Strategy 2015-19 aim of achieving 75% of delivery in the form of small group work and embedding peer and programme assessment throughout the course. Due to the large number of modules that are shared across degree programmes, it is anticipated that these objectives will be fulfilled gradually throughout the lifespan of the strategy.

As the course has been designed in conjunction with relevant employers, partnership working with the local and national sport management industry will go beyond the Professional Practice and Placement modules. Employers will be involved in designing and carry out assessment tasks in the Sport Management and Sport Marketing modules.

Partnerships with local employers ensures the currency of the programme and this will also be ensured in other ways. Staff will work closely with the University's Media Department to ensure availability of resources that facilitate the tracking of an increasingly important social media platform in Sport Management. In addition, the programme team will embed their own up-to-date research practice into their teaching.

7b) Module details

Module number and name <i>Include both as shown below</i>	Learning and teaching methods <i>These must be easily classifiable into the three KIS categories of Scheduled learning and teaching activities, Guided independent study & Placement/study abroad.</i>	Assessment				Teaching staff (Module co-ordinator shown as first name, in bold script)	Venue (if not Leeds Trinity premises)
		Component form <i>Each must be easily classifiable into one of the three KIS categories of Written exams, Coursework & Practical exams.</i>	Magnitude (eg. 2,000 words or 2 hours)	Weighting and/or Pass/Fail	Timing (Semester & indicative teaching week)		
All Level 4 modules to include Directed Activities worth 10% of total mark, assessed on a Pass/Fail basis.							
BMM 4412 Management and Organisational Behaviour	Lectures/workshops and tutorials	Portfolio (4 written tasks)	4,000 words	90%	Weeks 3, 6, 9, 12, Semester 1	Emma Roberts	
SHN 4452 Introduction to Sport Management	Workshops	Seminar Paper (Group Report) Seminar Paper (Group Presentation)	2,000 words 30 minutes	45% 45%	End of Semester 1 End of Semester 1	Paul Salisbury	
SHN 4142 Research Methods 1	Lectures and seminars	Portfolio	4,000-word equivalent	90%	End of Semester 2	Rachael McDonald	
BMM 4402 Business Economics	Lectures/workshops, tutorials and placement	Online Quizzes Report	2,400 words	30% 60%	Weeks 6, 7, 8 End of Semester 2	Hurol Ozcan	
SHN 4462 Sport in the UK	Lectures and workshops	Report Examination (Multiple Choice)	2,000 words 1.5 hours	45% 45%	End of Semester 1 End of Semester 1	Paul Salisbury	
SHN 4992 Critical Thinking Skills	Lectures/debates and seminars/tutorials	Online plagiarism test and essay Negotiated assessment	1,500 words 2,000 words or 10-minute presentation equivalent	45% 45%	Week 6, Semester 1 Week 12, Semester 1	Chris Rowley	
SHL 5362 Global Sport	Lectures/workshops	Essay	4,000 words	100%	Week 11, Semester 1	Paul Salisbury	

BMM 5552 People Management	Lectures/workshops, guided team-work and tutorials	Individual report	2,000 words	60%	End of Semester 2	Emma Roberts	
		Group presentation	25 minutes	40%	Mid-Semester 2		
SHN 5142 Research Methods 2	Lectures, workshops and tutorials	Portfolio	4,000 words	100%	End of Semester 2	Tim Bennett	
SHN 5242 Event Management	Lectures, workshops, practicals, tutorials and event delivery	Group oral presentation	1 hour (10 minutes each)	50%	Mid-Semester 2	Catherine Rowlands	
		Written report	2,000 words	50%	End of Semester 2		
SHL 5152 <i>Professional Development and Placement 2</i>	Lectures, tutorials and placement	Placement portfolio	4,000 words	100%	1 week after placement	Catherine Rowlands	
		Practical placement	6 weeks	Pass/Fail	During placement		
SHN 5162 <i>Volunteering in Sport, Health and Nutrition</i>	Lectures/workshops tutorials and volunteering	Volunteering report	4,000 words	100%	After placement	John Perry	
		Practical placement	60 hours	Pass/Fail	During placement		
SHN 5182 <i>Sociology of Sport</i>	Lectures and work - shops/seminars	Portfolio	2,000 words	50%	Week 10, Semester 1	Phil McDonald	
		Examination	1.5 hours	50%	Week 10, Semester 1		
BMM 5412 <i>Financial Management</i>	Lectures and workshops/tutorials	Examination	3 hours	100%	End of Semester 1	Andy Gilliland	
BMM 5422 <i>Legal Issues for Management</i>	Lectures and workshops/tutorials	Examination	2 hours	50%	End of Semester 1	Andy Gilliland	
		Essay	2,000 words	50%	End of Semester 1		
SHN 6332 Strategy in Sport Management	Workshops	Report	4,000 words	100%	Week 10, Semester 1	Paul Salisbury	
SHN 6262 <i>Sport and Society</i>	Workshops	Essay	4,000 words	100%	End of Semester 2	Paul Salisbury	
BMM 6422 <i>Business and Management Strategy</i>	Lectures and tutorials	Report 1	1,500 words	40%	Mid-Semester 1	Hurol Ozcan	
		Report 2	2,500 words	60%	End of Semester 1		
SHN 6164 Dissertation	Lectures/workshops and tutorials	Dissertation	8,000 words	100%	Week 20, Semester 2	Ian Kenvyn	

SHN 6192 <i>Professional Learning Through Work</i>	Lecture, review seminars, online support and tutorials	Project and Negotiation	1,000 word-equivalent	Pass/Fail	Mid-Semester 2	Ian Kenvyn	
		Project report and Reflections	4,000 words	75%	End of Semester 2		
		Oral Presentation	15 minutes	25%	End of Semester 2		
BMM 6482 <i>Leadership</i>	Lectures/workshops, group work and tutorials	Individual presentation	10 minutes	20%	Mid-Semester 2	Emma Roberts	
		Report or webpage	3,000 words	80%	End of Semester 2		
BMM 6472 <i>International Management</i>	Lectures and workshops	Individual report	2,500 words	60%	End of Semester 2	Mark Sebright	
		Group presentation	20 minutes	40%	Mid-Semester 2		
BMM 6552 <i>Financial Reporting</i>	Lectures and tutorials/workshops	Examination	3 hours	100%	End of Semester 2	Andy Gilliland	
SHN 6322 <i>Leisure Management</i>	Lectures, seminars and tutorials	Essay	4,000 words	100%	End of Semester 2	Ian Kenvyn	

7c) Programme learning outcomes covered

69

<i>Adjust LO codes as necessary. → These must match module descriptors.</i>	K1	K2	K3	K4	K5	K6	K7	I1	I2	I3	I4	I5	I6	E1	E2	E3	E4	E5	E6	E7	E8	E9
Lighter or hatched shading indicates modules that are not core, ie. not all students on this programme will undertake these.	Theory and Frameworks	Sport Management Theory	Social Science	Management Theory	Sport Management Context	Role of Sport	Management Principles	Analytical Techniques	Problem Solving	Communication of Results	Limits of Knowledge	Current Research	Sustained Inquiry	Self-management	Teamworking	Business & sector awareness	Problem-solving	Communication	Application of numeracy	Application of IT	Entrepreneurship/enterprise	Social, cultural & civic awareness
BMM 4412 Management and Organisational Behaviour																						
SHN 4452 Introduction to Sport Management																						
SHN 4142 Research Methods 1																						
BMM 4402 Business Economics																						
SHN 4462 Sport in the UK																						
SHN 4992 Critical Thinking Skills																						
SHL 5362 Global Sport																						
BMM 5552 People Management																						
SHN 5142 Research Methods 2																						
SHN 5242 Event Management																						
SHL 5152																						

8. Entry requirements

Honours degree programmes

Applicants should normally have achieved the following prior to registration for the programme:
5 academic or vocational qualifications, of which at least 2 should be GCE 'A' Levels (or equivalent at level 3) and two should be GCSE English Language and Mathematics at grade C (or equivalent).

Some equivalent qualifications and the current typical offer conditions in terms of UCAS Tariff points are detailed in the undergraduate prospectus. For students whose first language is not English, a pass in an approved test in English is needed, e.g. the International English Language Testing Service (IELTS) and the Test of English as a Foreign Language (TOEFL).

Applications are welcome from those with few or no formal qualifications. Any previous relevant work experience and learning will be assessed and, where appropriate, accredited as part of the application process. Please see Leeds Trinity's Principles and Guidelines for the Recognition of Prior Learning.

9. Progression, classification and award requirements

Details of requirements for student progression between levels and receipt of the award(s)
(A certain level of attainment which must be achieved in a specific module; any modules exempted from condonement, any deviation from the standard institutional stipulations for award classification, eg. exclusion of Level 4 module marks from Foundation Degree classification)

A minimum of 120 credits is needed to progress from Level 4 to Level 5. A minimum of 120 credits from Level 4 and 120 credits from Level 5 are needed to progress from Level 5 to Level 6.

10. Prerequisites

Details of modules which must be passed before enrolment on a module at a higher level
Include the rationale which justifies imposition of the prerequisite(s) and the mark/grade required.

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11. External examining arrangements

External examining arrangements
(eg. joint with another programme – extended duties for someone already in post – or separate, single/multiple examiners; if multiple examiners, which subjects / types of module are to be allocated to each; any PSRB requirements)

External examining of this programme will be built into the module and programme allocations of the Sport, Health and Nutrition and Management external examiners.

12. Additional information

Details regarding arrangements in respect of any special features of the programme/scheme,
(eg. a non-standard delivery pattern, study abroad, a field course, specific work placement, opportunities for onward progression from foundation degrees, constraints on out-of-programme optional module choices)

Leeds Trinity Undergraduate Taught Course Regulations apply.

13. Additional support needs

Arrangements made to accommodate students with additional support needs and any unavoidable restrictions on their participation in the programme/scheme

There are no particular factors that necessitate bespoke arrangements for this programme. The programme team links with institutional services, including an independent Student Support department and the Student Achievement Advisors' team, to support all students appropriately.