1. **Degree Programmes Reviewed**

The following degree programmes from the Department of Management were reviewed:

- BA Accounting and Economics
- BSc Accounting and Economics
- BA Accounting and Management
- BA International Management and Business Administration with French
- BA International Management and Business Administration with German
- BA International Management and Business Administration with Italian
- BA Management and Business Administration
- BSc Management with Information Technology
- MSc International Business History
- MSc International Consultancy and Accountancy
- MSc International Consultancy and Business Policy
- MSc International Management

The following programmes from the ISMA Centre were reviewed:

- BSc International Securities, Investment and Banking
- MSc International Securities, Investment and Banking

2. The Periodic Review took place on 1 and 2 February 2005.

3. **Objectives of the Periodic Review**

The objectives of the Periodic Review were to:

- Monitor the quality and standards of the degree programmes under review
- Enable the Department of Management and the ISMA Centre to evaluate their taught programme provision, particularly student achievement of the appropriate academic standards, and the learning opportunities offered to students
- To enable an independent Panel to review this self-evaluation through consideration of documentation and discussions with staff and students
- Provide a means by which the Department and the Centre were able to reflect on the success, development and possible improvement of its taught programmes
- Ask fundamental questions about the rationale, structure and resourcing of the programmes under review
- Consider the educational aims and objectives of the programmes
- Review teaching, learning and methods of assessment in their contexts
- Consider whether the programmes under review should continue to run for a further period of up to six years

4. **Conduct of the Periodic Review**
The Periodic Review was conducted by a Panel chaired by the Director of Teaching and Learning of the Faculty of Economic and Social Sciences, and also comprising two other internal members of academic staff (neither from the Department of Management or the ISMA Centre) and two external academic members specialising in Economics and Finance and Management and Business.

The Panel received a range of documentation in advance of the Review, including a Self-Evaluation Document prepared by the School and also relevant programme specifications. During the Review Visit, the Panel considered other documentation and met with relevant staff from the School and from University service departments. Members of the Panel also met with current students studying on the degree programmes under review and recent graduates, and were given a guided tour of departmental facilities.

5. **Evidence Base**

In addition to the meetings held with academic staff and current students, the Panel considered a wide range of evidence, including examples of student work with staff feedback, copies of programme handbooks, Module Convenors’ reports, minutes of relevant committees and statistical data. The Panel was able to see External Examiners reports for the three previous years, as well as responses written by the Head of Department/Centre.

6. **External peer contributors to process**

The external members of the Review Panel were present for the duration of the Periodic Review. Where it was necessary to run two meetings concurrently, one external member was involved in each. The Faculty Board for Teaching and Learning for Economic and Social Sciences appointed the external members, after considering nominations from the Department of Management and the ISMA Centre. The role of these external members was to provide subject expertise and judgement of the validity and appropriateness of the programmes under review.

7. **Overview of the main characteristics of the programmes covered by the review**

The programmes under review were informed by the research strength within the Departments, were appropriately positioned in relation to the subject benchmark statements and proved to be both challenging and rewarding for students. The Panel found that there was a strong sense of community within the study body that enhanced the learning experience.

8. **Conclusions on innovation and good practice**

The Review Panel commended:

- The effective use of current research to inform and develop the curriculum in the Department of Management and The ISMA Centre.
- The strong sense of community and supportive pastoral atmosphere in both the Department of Management and the ISMA Centre.
- The level of guidance and support offered to students with regard to choice of option modules in both the Department of Management and The ISMA Centre.
- The impressive use of departmental learning resources in both the Department of Management and The ISMA Centre.
• The effectiveness of the Staff/Student Committees at undergraduate level in the Department of Management and at both undergraduate and postgraduate level in The ISMA Centre.

• The embedding of a careers focus throughout the student experience in The ISMA Centre, including the continuing development of Alumni relationships.

• Excellent Part 2 Masters modules in the ISMA Centre, which represent the cutting edge of theory and practice in the field.

• The ISMA Centre’s imaginative approach to teaching and learning in general, particularly its development of innovative teaching methods and its responsive needs to students’ views on new developments.

9. Conclusions on quality and standards

The Panel concluded:

• that the intended learning outcomes of programmes were clear and appropriate and were being obtained by students, although there was concern that the limited range of summative assessment methods in Management programmes failed to allow students to demonstrate formally their achievement of some outcomes;

• that students were achieving the appropriate standards for the awards;

• that the programmes being delivered were cognisant with the programme specifications.

10. Conclusions on currency and validity of the programmes under review

The Panel recommended to the Faculty Board for Teaching and Learning for Economic and Social Sciences that the programmes reviewed be re-approved for a further six years, or until the expiry of the approval of the other component in the case of joint programmes. The University Board for Teaching and Learning approved these recommendations.

11. Summary of Recommendations

The Review Panel considered it advisable that:

• A more systematic, comprehensive and reflective approach be taken within the annual review process in both the Department of Management and The ISMA Centre, and that they ensure that all staff are engaged in the process.

• The Department of Management and the ISMA Centre both ensure that they have a clear understanding of how students access key texts and develop a strategy to achieve this.

• The Department of Management undertakes a fundamental review of the skills they intend to develop within the programmes, the way in which these skills are taught, and how they are extended as students progress.

• The Department of Management reconsider the range of assessment methods used within all its programmes in order to ensure that the broad range of skills and knowledge students are developing are appropriately assessed. This should include a review of the rigidity of the balance between coursework and examinations.

• The Department of Management continue to build on and develop its use of Blackboard, and that it pay particular attention to developing its use at postgraduate level.
The Review Panel considered it desirable that:

- Both the Department of Management and The ISMA Centre consider the development of mechanisms to identify key areas where a number of staff might benefit from tailored staff development initiatives at a departmental level.

- The Department of Management seeks to develop effective mechanisms for the dissemination of innovation and good practice in teaching and learning.

- The Department of Management continue to make efforts to ensure that feedback to students is consistent and fulsome.

12. Summary of actions taken in response to the Review

In response to these recommendations, the Department of Management and the ISMA Centre have taken the following actions:

- Both the Department of Management and the ISMA Centre have developed their annual review process into a half day session intended to be more systematic, comprehensive and reflective in: comparative assessment of degree and module content, structure and materials; assessment systems; teaching and learning experiences. The process will include direct input from student representatives, and professional/employer views will be sought to ensure reflection in the light of both employer and educational needs.

- Both the Department of Management and the ISMA Centre have begun to develop a clear strategy for ensuring students have access to key texts through a combination of physical and internet systems.

- The Department of Management has initiated a review of its Part 1 degree structure. As a result, from October 2005, a new core module on skills development will be introduced and integrated into the curriculum. A Part II module, focusing on the application of these skills, will be developed for 2006/7.

- The Department of Management has ensured that the new Part 1 module, and a revised Entrepreneurship module, are both assessed solely through coursework. It is intended that the enhanced annual review system will also focus on developing appropriate assessment systems as part of its new systematic structure.

- The Department of Management has extended Blackboard provision to all postgraduate taught modules.

- Both the Department of Management and the ISMA Centre have agreed to recommend to the Head of the Business School that the development of mechanisms to identify key areas where a number of staff might benefit from tailored staff development initiatives might best be addressed at a School-wide level.

- The Department of Management has made a commitment to further develop programme teams in order to better ensure the dissemination of best practice in teaching and learning matters.

- The Department of Management has continued with its work with regard to consistency of student feedback. It has agreed to develop feedback systems further to ensure students have clear itemised feedback, either in hardcopy or on Blackboard.

Professor V A Gibson
Professor N Alexander
Mr N F Beard
Mr A C Goodwyn
Professor L Skerratt
Ms E C Starbuck

February 2005