



Meeting: SCHOOL OF MANAGEMENT
LEARNING, TEACHING AND QUALITY COMMITTEE

Date and Time: Wednesday 25 March 2026, 14.15pm

Venue: Remote using MS Office TEAMS

Present:

Dr T WAKELEY (Chair)
Mr D BARKER
Prof I CRAWFORD
Mr D DALY, from items 313-320
Dr B DUNCOMBE
Dr J ELLIS-BRUSH
Prof G ERDOGAN, from items 313-321
Mrs D MAHIL
Prof R JACKSON
Dr I PYRKO
Mr M WILLIS

In Attendance:

Mrs L BARNES, secretary to the meeting
Mrs A BEVAN
Ms K ELLIOTT
Ms N HODGSON, for item 317
Prof R KAMM
Dr L STUBBS
Dr B YALABIK

Apologies were received from:

Ms M FOUND
Mrs C MARTIN

NB No Sabbatical Officers had been allocated to the School at the time of this meeting.

ACTION

Part I Business

313 Declarations of Interest

There were no declared conflicts of interests.

314 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 28 January (Paper SLTQC25/26-055) were approved as a correct record, subject to an amendment to the title of the Director of Teaching (Undergraduate), changing the designation from Mr I Crawford to Prof I Crawford.

Sec

315 Matters Arising

Item 304: The Committee received an update on the changes to undergraduate units that had been approved through Chair's Action. Further details are recorded under Minute 325a.

Electronic circulation: The Committee received an update on the outcome of the electronic circulation on the Education and Annual Review and Enhancement (EARE) report (Paper SLTQC 25/26-056). The Committee approved the report to be shared with Academic Registry via their SharePoint site. It was noted that the Chair would be presenting the report on 16 April 2026 at an institutional review meeting.

Electronic circulation: The Committee received an update on the outcome of the electronic circulation of the proposal for the online PG Diploma in Engineering Business Management (Paper SLTQC 25/26-057). It was noted that members had approved the proposal and that it had recently been presented to both the Academic Programmes Committee (APC) and the Course and Partnership Approval Committee (CPAC), where some points of clarity were raised. These queries were being addressed by the Learning Partnerships Office (LPO).

316 Chair's Business

The Chair reported that there was no business to raise.

[Ms N HODGSON joined the meeting]

317 Degree Scheme Review Policy and Procedure

The Chair welcomed Ms HODGSON, Senior Academic Quality and Standards Officer, to the meeting.

The Committee received an update on the Degree Scheme Review Policy and Procedure ([link](#) provided to consultation).

The Committee was informed that the consultation was on-going and that feedback could be added up to 5 May 2026. Feedback received so far, including from two pilot reviews, has indicated concerns about potential overlap of processes and the workload associated with undertaking Degree Scheme Reviews. These are now under consideration at University level, with the hope to provide a chance to feedback on adjustments made to the policy and procedure, in light of these concerns, at a future date.

Prof KAMM, School Director of Standards and Quality, queried when the template for the course evaluation document (CED) might be available. Ms HODGSON noted that, in light of feedback from pilot reviews, the CED is currently being overhauled with the aim to reduce the effort needed to produce a completed document. This would be circulated at a later date and feedback invited.

Prof KAMM noted a requirement from a body which the School is hoping to receive accreditation from, AACSB. This requirement would result in periodic review of all taught provision, probably at least two reviews within a 5-year period. Ms HODGSON confirmed that this would be evidence that could be used for Degree Scheme Reviews. The intention is to allow flexibility in the process where there was pre-existing evidence that had been assured by accreditors.

Prof CRAWFORD, Director of Teaching Undergraduate, had been a panel member for both of the University's pilot reviews. He confirmed that his feedback from the experience had related to the volume of evidence and other documentation that had to be read for each review event. Ms HODGSON stated that consideration is being given to what data is best reviewed on a 5-year cycle as opposed to annually.

In reply to a query about data sets, Ms HODGSON confirmed that a long-term aim was to provide data from central sources. For the first session of the new process, 2026/27, snapshots of specific data will be deposited into a folder to provide easy access to all panel members.

The Chair asked how Degree Scheme Review outputs would integrate with the Education Action Plans being produced by each academic department. Ms HODGSON noted that the Education Action Plan (and therefore the Education Annual Review and Enhancement document) were currently at School level. The Degree Scheme Reviews which will be undertaken in the School will be about specific courses.

The Committee was informed that withdrawn courses, that are being taught out, would be subject to a Degree Scheme Review unless an exemption was approved by Education Quality and Standards Committee. The Committee noted that the tasks allocated to Departmental Learning and Teaching Quality Committees within Faculties would be managed by Directors of Teaching in the School.

A question raised within the consultation was whether there should be two set weeks each session when all Degree Scheme Reviews across the University would be undertaken. Ms ELLIOTT, School Assistant Registrar, and the Chair noted a preference for flexibility on the timing of review panel meeting dates.

Ms HODGSON noted that currently the University is advising that the preparation for each review (from original drafting of CED and confirmation of panel to actual review meeting date) would take about 6 months.

Mr WILLIS, Director of Teaching Postgraduate Taught, stated that it would be key to ensure the process was not overcomplicated and that the need for efficiencies had been considered. Ms HODGSON reminded the Committee that changes to courses did not have to wait for the next scheduled Degree Scheme Review and that the current practice of continuous improvement was welcomed and encouraged.

Ms HODGSON stated that she would contact Prof KAMM to discuss anticipated timings for the AACSB accreditation process.

The Chair thanked Ms HODGSON.

AGREED: Members to provide any further comments via the consultation accessed via the above link.

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[Ms HODGSON left the meeting]

318 Consultation on proposed QA3 changes

The Committee received the proposed QA3 changes (Paper SLTQC 25/26-058). It was decided that as these changes were substantive, this would be considered at a future meeting when a member of Academic

Quality and Standards could be present to answer queries.

Members were asked to review the documents in advance of this meeting, with particular attention to the new teaching taxonomy.

AGREED: Members to review documents prior to next meeting.

AGREED: Item to be added to agenda of next meeting.

**All
Sec**

319 Change to MSc courses for 2027/28

The Committee considered the proposal to recommend to Courses and Programmes Approval Committee (CPAC) a package of changes to four MSc courses for implementation in 2027/28 (Paper SLTQC 25/26-059).

The Chair noted that the proposals reflected the positive outcomes of the launch of internships following Curriculum Transformation. Mr WILLIS explained that the internship model had performed strongly on existing programmes and that Executive Board approval had been granted to extend the model across a wider range of MSc courses. The intention is to introduce internships across MSc Business Analytics, MSc Human Resource Management, MSc Management (and variants), and MSc Marketing (both October and January intakes) from 2027/28.

Mr WILLIS confirmed that External Examiners had been consulted and were supportive. CIPD (an accrediting body for MSc Human Resource Management) had agreed the changes would not adversely affect accreditation but requested updates to the mapping documentation. The Student Immigration Service had confirmed no student visa issues. Some additional Professional Services resource may be needed as the internship model grows. It was noted that the Associate Dean (International), Dr NUTTALL, had indicated that the expansion would give the School a competitive advantage when promoting MSc courses.

During discussion, Dr DUNCOMBE asked whether internships would be paid. Mr WILLIS explained that payment would depend on the employer and could not be guaranteed. Dr DUNCOMBE stressed the need to ensure that students were made fully aware of any potential financial implications in advance, particularly in relation to equity of access for students from widening-participation backgrounds.

Dr YALABIK invited colleagues to offer suggestions on how internship-based work might best be assessed, noting that this would fall within the remit of the project-based learning team. Mrs MAHIL sought clarification regarding the timeline for January cohorts and Mr WILLIS confirmed that January-entry MSc Marketing students would undertake internships from January 2028 rather than 2027. Prof KAMM added that January students may, in practice, find accessing internships easier, as a greater number of placements tend to become available during the autumn period.

There being no further comments, the Committee expressed support.

AGREED: The Committee approved the proposal and recommended it to CPAC.

LS/KE

320 Change to BSc Business for 2027/28

The Committee considered the proposal to recommend to APC (Academic Programmes Committee) and CPAC a structural change to the BSc

Business programme, replacing the current thin sandwich format with a thick sandwich placement year from 2027/28 (Paper SLTQC 25/26-060).

The Chair summarised the rationale for the redesign, explaining that the availability of suitable six-month placements, particularly those appropriate for Year 2 students, had reduced significantly across the sector, making it increasingly challenging to sustain the thin-sandwich model. He added that housing pressures had become a major concern, as students were routinely required to secure year-long accommodation contracts despite undertaking two short placement periods, leading to financial and logistical difficulties. The Chair noted that the proposed change also offered an important opportunity to strengthen the distinct identity of the BSc Business programme in comparison with the BSc Management degree, ensuring that the curriculum more clearly reflects the entrepreneurial focus intended for the revised structure.

Mr DALY highlighted that the primary drivers were placement scarcity, housing instability, and a desire to better differentiate the BSc Business from the School's other UG programmes. The new structure would introduce a defined entrepreneurship spine across the programme, and student feedback had been positive.

The Chair explained that the change requires removing Business Analytics from Year 1 to make space for the new entrepreneurship-focused unit. External Examiners had raised some concerns about this removal; Mr Daly had responded, but no further comments had been received. The proposal had been well received at SSLC. The Chair added that the optional international exchange semester would move from final year semester 1 into year 3, resolving long-standing issues with mark conversion for final-year exchange students.

During discussion, Prof KAMM asked whether the Year 2 units could be re-sequenced between semesters, noting that BSc International Management and Modern Languages students would benefit if Business Analytics were moved to Semester 2. The Chair responded that the Committee should first approve the structural redesign in principle, after which the School could revisit scheduling matters. He added that there were no current plans to move any units, although Business Analytics could be reviewed as part of the next stage, and he observed that the new structure might also create opportunities for introducing year-long units across all of the School's undergraduate course in future sessions.

Prof KAMM also asked whether the BSc Accounting and Finance exchange would move to Year 3; Ms ELLIOTT confirmed that this was the intention, although this change would be processed after the approval of the BSc Business redesign.

Prof ERDOGAN raised concern about the removal of Business Analytics from Year 1 and the fact that analytics would only be optional in Year 2. Prof ERDOGAN highlighted that students could therefore complete the degree without undertaking any statistics or data analysis, which would be problematic for an entrepreneurship-oriented programme where evidence-based decision-making should be embedded. The Chair acknowledged the concern but expected that many students would elect to take the analytics option in Year 2. Mr DALY reaffirmed the importance of analytical skills and emphasised that the decision to remove the Year 1 unit had not been taken lightly, adding that they would explore opportunities to embed analytical content within the entrepreneurship pathway.

The Committee agreed that the proposal was well reasoned and that the changes should proceed to University committees.

AGREED: The Committee approved the proposed changes to the BSc Business programme for 2027/28 and recommended the proposal to APC and CPAC.

LS/KE

[Mr DALY left the meeting]

321 Changes to PG units and courses for 2026/27

The Committee considered changes to School of Management postgraduate courses and units for 2026/27 session (Papers SLTQC 25/26-061 and -062).

The Committee noted comments from Staff Student Liaison Committee and from the External Examiners noted against each change request.

MN5 New - Luxury Brand Management. New optional marketing unit for range of MSc courses.

MN5 New - Digital Supply Chain Management. New core unit for MSc Operations, Logistics and Supply Management. Also to be made available to MSc Management suite of courses.

The above will add an extra 5-credit core unit to MSc Operations, Logistics and Supply Management in semester 2. Students will then be able to select one option (worth 5-credits) rather than 2 options. (Two current 10-credit options will be removed from the option list: MN52051 Analysing grand challenges in business and society and MN52146 Technology management. Neither of these units are popular with students on this course.)

MN5 New - Creativity for Innovation. New core unit for MSc Innovation and Technology Management to replace ME52047 currently delivered by the Faculty of Engineering. (ME52047 Creativity for Innovation unit to be withdrawn from the course structure.)

MN5 New - Sensory Experience Design. New optional unit for MSc Marketing and MSc Strategic Retailing. The Committee noted and approved the flipped lecture delivery method (with most of the contact time being provided on-line) for this unit. The Committee noted the risk of having an option which might be reliant on the specific unit convenor that as a postgraduate unit this is part of the material information provided to applicants as it is advertised on the web.

MSc Management suite of courses will see addition of three new options: MN52289 Marketing in a service economy, and the new units Digital Supply Chain Management and Luxury Brand Management.

MSc Strategic Retailing course will see addition of two new options: new units Luxury Brand Management and Sensory Experience Design.

MSc Marketing courses (September and January intakes) will see addition of two new options: new units Luxury Brand Management and Sensory

Experience Design.

MSc Entrepreneurship and Management will see addition of one new option: new unit Luxury Brand Management.

MN52049 - Accounting and finance for managers. Streamlining of unit description and learning outcomes to better align with its 5-credit weighting and postgraduate level. [The Committee noted that this might provide scope for a semester 2 unit which developed the material from this unit in a more strategic way. The subject group will be asked to consider this for future sessions.]

MN52141 - Supply chain analytics. Assessment change from 100% in-class test to 100% closed-book examination. This will move the timing of the assessment into the examination period.

MN52237 - Developing markets and delivering value. Full-time MBA unit, assessment change to add an in-class test as an assessment element contributing 30% unit marks; and amend weighting on pre-existing assessment elements to accommodate this.

The following relate to changes to the course structure for MRes in Management. This includes changing credit size of two core units, updating unit titles and content or learning outcomes. An additional optional unit will also be provided.

MN5 New - Digital Data Research Methods. To provide an additional option to the MRes in Management course. The unit meets ESRC funding body's requirements.

MN5 New - Critical Literature Synthesis. This changes a 5-credit core MRes unit to a 10-credit version. Additional taught hours will be added to this unit providing the opportunity to invite additional specialist teachers to contribute to the delivery. This improves consistency between core units and evens out credits across the semesters.

MN5 New - Thesis and Theory Development. This changes a 15-credit core MRes unit to a 10-credit version. Additional taught hours will be added to this unit providing the opportunity to invite additional specialist teachers to contribute to the delivery. This improves consistency between core units and evens out credits across the semesters. Change title to "Thesis Development".

MN52225 - Approaches to Management Research. Change of core MRes unit title and minor amendment to learning outcomes. Change title to 'Research Philosophy' and highlight within learning outcomes the focus on research philosophy.

MN52233 - Intermediate Quantitative methods. Change of optional MRes unit title and general update. Change title to "Applied microeconometrics for Management Research".

MN52234 - Quantitative methods for accounting and finance. Change of optional MRes unit title and general update to reflect more contemporary research areas. Change title to "Introduction to Machine Learning for

Management Research".

MN52232 - Intermediate Qualitative methods. Change of unit title and general update to reflect more contemporary research areas. Change title to "Advanced Qualitative Methods: analysis, theorising and publishing".

MN52228 - Introduction to Qualitative methods. General unit update including of wording of synopsis and learning outcomes.

To note withdrawal of existing units (to enable creation of units of 10 credit size): MN52226 Critical Literature Synthesis and MN52231 Thesis and Theory Development.

Full-time MBA increase in contact hours: course-level contact hours from 505 hrs to 539 hrs. This will be achieved by changes to MN52239 Business Career Accelerator (timetabled sessions changing from 66 hours to 74 hours and independent study time from 134 hours to 126 hours) and MN52241 MBA Multi-project Suite (timetabled sessions from 42 hours to 68 hours and independent study time from 358 hours to 332 hours).

AGREED: Discuss with Head of Division for MBS on whether possible to provide other teachers to deliver new unit Sensory Experience Design if unit convenor not available to deliver.

MW

AGREED: Proposed unit and courses changes agreed, as noted above, for approval by Board of Studies.

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322 Education Action Plan (EAP)

The Committee received the latest copy of the Education Action Plan (EAP) (Paper SLTQC25/26-063).

The Chair thanked Mrs BEVAN for her contribution to the recent Education Annual Review and Enhancement (EARE) report and extended thanks to the Director of Teaching, Undergraduate and the Director of Teaching, Postgraduate for their work on the EAP. It was acknowledged that Ms HODGSON had congratulated Mrs BEVAN on the quality of the report.

Ms ELLIOTT emphasised the importance of members engaging with the EAP, noting that it is an ongoing document that is under continual review. The Committee was invited to comment on the EAP and suggest any priorities they would like to see progressed before the next meeting.

The Chair noted that improving assessment and feedback continues to remain an institutional priority area and highlighted that further improvements can still be made. Comments on improving assessment and feedback in light of the National Student Survey (NSS) results were invited.

It was noted that while some aspects of assessment and feedback have improved, further consideration may be beneficial. Dr DUNCOMBE also suggested that efforts to improve performance could focus on lower-scoring NSS questions, where the greatest gains are likely to be achieved.

Prof KAMM noted that the question 'How often does feedback help you to improve your work?' was one of the low scoring questions on the NSS. The

Chair agreed this was a potential area needing targeted resources.

Prof CRAWFORD reiterated the importance of communicating key messages on assessment and feedback to students.

The Chair raised the issue of students engaging with generic feedback provided on examination. Mrs BEVAN informed the Committee that engagement with the generic examination feedback had varied depending on the year of study, with first-year students showing higher levels of engagement. Postgraduate students had engaged the least.

Prof KAMM noted that undergraduate students had reported coursework feedback received in the first semester had supported their coursework in the second semester, regardless of the topic area. The Chair agreed on the importance of encouraging students to regard feedback as a tool for wider skills development, rather than as feedback relevant only to a single subject area.

Dr DUNCOMBE suggested exploring ways to incentivise students to respond.

[Prof ERDOGAN left the meeting]

The Chair raised concerns about the low level of student attendance at lectures. Dr DUNCOMBE noted that many students may have part time jobs, affecting their attendance. The Chair questioned whether the reduced attendance was an issue specific to the School or a wider concern, noting that a lecture observed in another department had good attendance despite being recorded, as it was an interactive revision session. Dr DUNCOMBE suggested that there may be value in learning from this example, as sharing experiences and good practice across departments is often beneficial.

Dr YALBIK questioned if any changes could be made in this regard as the lack of compulsory attendance may be negatively affecting the quality of the education that is being provided. Dr DUNCOMBE noted that, in accordance with Regulations for Students 1 and 3, attendance cannot be monitored, except for health and safety reasons. Dr DUNCOMBE noted that some students may be unable to attend in person and that the situation was complex but emphasised that attendance would be beneficial for students.

Dr YALBIK suggested that an opt-out approach to attendance might be more effective, whereby attendance is expected as standard and students who are unable to attend would need to request an exemption. Dr YALBIK compared this to the existing Disability Access Plans where adjustments are only granted to those who apply, rather than being universally offered. Dr DUNCOMBE suggested that the introduction of anticipatory reasonable adjustments may lead to future policy changes. It was emphasised that the requirements around inclusive education are highly important and that it is essential for these measures to be implemented fully.

AGREED: Follow up on points raised above and provide an update to future meeting.

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323 EQUIS reaccreditation outcome

The Committee received the outcome of the EQUIS reaccreditation (Paper SLTQC25/26-064). The Committee was informed that the EQUIS panel had met with colleagues in the School over the course of a week in October. Following this review, the panel confirmed a further five-year re-accreditation. As this is the third consecutive five-year award, it is expected that the next re-accreditation process will be relatively light-touch.

324 Faculty Representatives' Items

Faculty representatives were not present at the meeting.

Part II Business

There were no items under this section of the agenda.

Part III Business

325 Chair's Action

- a** The Committee noted Chair's Action taken to confirm the rejection of a proposed new unit, Business analytics for decision making. (Paper SLTQC25/26-065). Dr YALABIK confirmed that there was an internal discussion regarding this unit to ensure that there was no overlap of content should this unit be proposed in the future.
- b** The Committee noted Chair's Action taken to confirm the changes to pre-requisites of existing units following the approval of changes to UG units. (Paper SLTQC25/26-066). The committee noted that these changes had arisen as a result of new units being approved in the January meeting of the Committee.

Part IV Business

326 Any Other Business

Mrs BARNES noted that the next meeting was being proposed to be rescheduled from 6 May to 29 April 2026. This would be confirmed once members had replied to the email request.

In addition, Ms ELLIOTT noted that, in order to meet the University's committee deadlines, an additional meeting would need to be scheduled to discuss a variant of the BSc Management with Marketing programme. Dr STUBBS shared a poll with suggested dates for the additional meeting and invited members to select any dates they were available.

AGREED: The secretary to confirm dates and timings for the next meetings once members had confirmed availability.

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There was no other business.

The meeting concluded at 16:15 pm
