



Meeting: SCHOOL OF MANAGEMENT
LEARNING, TEACHING AND QUALITY COMMITTEE

Date and Time: Wednesday 28 January 2026, 14.15pm

Venue: Remote using MS Office TEAMS

Present:

Dr T WAKELEY (Chair)
Mr D BARKER
Mr D DALY, items 298- 309
Dr B DUNCOMBE, items 300-312
Dr J ELLIS-BRUSH, items 298- 305
Prof G ERDOGAN, items 298- 304a
Ms M FOUND
Mrs C MARTIN
Mr M WILLIS, items 298-306

In Attendance:

Mrs L BARNES, secretary to the meeting
Mrs A BEVAN
Ms K ELLIOTT
Dr J FORRAY, items 301 and 303
Prof N GJERSOE, items 298-299 and 302
Miss F HARDING, items 301 and 303
Dr M MTAR
Dr L STUBBS
Dr B YALABIK

Apologies were received from:

Mr I CRAWFORD
Prof R JACKSON
Prof R KAMM
Dr I PYRKO
Mr D SADARANGANI (PG student representative)

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

ACTION

Part I Business

298 Declarations of Interest

There were no declared conflicts of interests.

299 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 3 December 2025 (Paper SLTQC25/26-040) were approved as a correct record.

[The following two items (300 and 301) were taken out of sequence, with item 302 being discussed prior to items 300 and 301 in the meeting.]

300 Matters Arising

Item 276): The Committee was provided with an update on the MBA exchange to NEOMA which had not been approved by Courses and Partnership Approvals Committee. The Chair noted that the overseas exchange would not go ahead in 2025/26. The Chair and Dr ELLIS-BRUSH confirmed that an overseas visit to NEOMA was being considered for 2025/26.

Item 291): The Committee noted that all members of the School Learning, Teaching and Quality Committee, with the exception of the student representatives, had been granted access to the Education Action Plan (EAP). It was agreed that the latest version of the EAP would be downloaded for each meeting to ensure all members could view the most up-to-date information.

Item 292): The Committee noted that Chair's Action had been taken to approve the changes to the online MSc Business Analytics units. Further details are recorded under Minute 309c.

301 Chair's Business

The Chair reported that there was no business to raise.

302 Safeguarding the NSS and PTES

The Chair welcomed Prof GJERSOE, Associate PVC (Student Experience-Student Voice) to the meeting.

A presentation on Student Voice was shared with the Committee.

The Committee noted the survey timelines from February to April 2026. It was noted that the National Student Survey (NSS) was starting on 1 February 2026 for Finalists. Non-finalist undergraduate students would complete a Course-Level Survey, and postgraduate taught students would complete the Postgraduate Taught Experience Survey (PTES).

It was noted that there was a central University focus on closing the feedback loop.

Within the NSS, Theme 7 (Student Voice) was a low performing metric. Although improvements are being made, it was noted that more explicit opportunities were needed to inform students about how their feedback is being acted upon.

It was noted that improvements were also needed in the PTES, and that an understanding of how the January-start MSc cohorts might affect the scores would be of interest.

Prof GJERSOE noted that although many surveys are conducted, it is not always clear to students what actions have been taken as a result. The

Committee was made aware that, if the student voice is effectively communicated, this would in turn help to support other metrics being analysed in the survey.

Prof GJERSOE noted that the changes required could be small; she noted an example from another department, of students requesting chairs to sit on. She suggested choosing 3–5 examples for the target cohort, illustrating instances where student feedback had informed positive changes.

It was noted that the changes implemented in response to student feedback could be communicated by previous cohorts or by staff known to the students. It was also noted that the Directors of Teaching or Directors of Studies could also communicate changes that have been made. Student Representatives could also support this work by feeding back to their cohorts in core teaching sessions and share changes they have influenced in Staff Student Liaison Committee meetings. The Committee noted that Unit Convenors could respond directly to changes made in their lectures and make use of the stop–start–continue approach. It was also noted that the use of 'You Said–We Did' communications could be delivered through a range of channels, for example lecture slides, Moodle, or email.

The Committee noted that achieving a high response rate for surveys would help to dilute extreme views and provide a more representative picture. It was noted that course-level surveys had a low response rate but remained important to complete prior to students undertaking the NSS.

Dr MTAR, Director of Student Engagement and Experience, noted that staff were completing the QA51 form following Online Unit Evaluation feedback.

Dr MTAR noted that colleagues needed to continue to push actions and that we shouldn't be complacent even though the percentages for the NSS had increased for some courses.

Prof GJERSOE congratulated the School on the progress so far. It was noted that a strategic aspiration of the University was to grow Postgraduate recruitment. The PTES was recognised as an important tool in this context.

[Dr DUNCOMBE joined the meeting]

Prof GJERSOE noted some approaches to communicate to students that had worked previously. Examples included sending small, targeted reminder emails in preference to large course-level communications, as the latter had generated more variable response and click-through rates. The timing of the email had also shown to be important with Monday and Tuesday between late morning to early afternoon being the most effective.

Dr MTAR noted that there were a large number of surveys in Semester 2 and queried whether it should be compulsory for colleagues to encourage students to complete them. It was noted by Prof GJERSOE that, although not compulsory, colleagues were strongly encouraged to advertise the NSS within Finalist units.

It was noted that investing time in this work in advance would reduce the amount required once the survey opened.

Prof GJERSOE noted that the course level survey responses were very low in the School of Management when compared to the rest of the University.

It was noted that there was a need to demonstrate how we were responding to this.

The Committee noted that student feedback is reported through Staff Student Liaison Committee (SSLC) meetings and acknowledged the value of the Student Experience Officers. It was noted that Student Representatives could be used to communicate the outcomes of decisions at SSLC meetings and could help to close the feedback loop.

Prof GJERSOE noted that QA48 on Student Engagement with Quality Assurance and Enhancement was being updated. These updates would ensure it would align more closely with Office for Students and Quality Assurance Agency expectations and would include revised annexes outlining how distance learners and doctoral researchers would be incorporated into the engagement process. The Online Unit Evaluation process would be removed from QA51 and included in an annex for the revised QA48.

[Miss HARDING and Dr FORRAY joined the meeting]

Dr YALABIK noted that the issue was less about the problems being addressed and more about effectively communicating to students what had been done. It was noted by Prof GJERSOE that students were unaware of where their feedback was going and that the approach to closing the feedback loop lacked coherence. As a University the student voice metrics were lower than the rest of the sector. Dr YALABIK questioned whether the low Student Voice score was connected to the high employability scores and whether they illustrate that we challenge students to think more critically. Prof GJERSOE reported that the University was ranked 113th in the sector on Student Voice despite being in the top 10 overall, highlighting the complexity of the issue.

Dr MTAR noted that closing the feedback loop could positively impact how students respond to other questions in the survey. Prof GERSOE agreed that improving the NSS Theme 7 Student Voice metrics could positively affect the impact on other questions in the survey and that closing the feedback loop was an important part of this process.

The Chair thanked Prof GJERSOE for attending the meeting and sharing the presentation.

[Prof GJERSOE left the meeting]

303 AACSB Progress Report

The Chair welcomed Dr FORRAY and Miss HARDING to the meeting.

The Committee received the progress report for AACSB (Paper SLTQC25/26-041).

Miss HARDING provided an overview of the AACSB process. It was noted that the first progress report had been completed in February 2025 and this was the second progress report. The second report was due to be submitted to AACSB on 15 February 2026, subject to this Committee's approval.

AACSB would review the report and either invite the School to submit a more detailed accreditation report or request a third progress report in 12

months' time.

Dr FORRAY noted that this second report had been produced in response to the comments and actions arising from the first report and was reporting on the academic year 2024/25.

Dr FORRAY noted that the accreditation mentor had been highly involved, attending Boards and providing valuable guidance. It was further noted that a large number of colleagues had contributed to the preparation of the report.

Ms ELLIOTT noted that she had reviewed the document and had tracked some changes, with mostly typographical corrections. It was noted that one of the amendments concerned the IELTS requirements on MSc courses.

The Committee approved the progress report, subject to the correction of the errors noted by Ms ELLIOTT.

The Chair thanked Dr FORRAY and Miss HARDING.

AGREED: Subject to amending typographical corrections, the AACSB progress report was approved to be sent to the AACSB Board.

AGREED: Mrs BARNES would forward the AACSB progress report with tracked changes to Miss HARDING and Dr FORRAY.

Sec

[Miss HARDING and Dr FORRAY left the meeting]

304 Matters for Undergraduate courses

- a The Committee considered changes to School of Management undergraduate courses and units (Paper SLTQC 25/26-042a).

For academic year 2025/26, the Committee considered one unit change proposal:

MN12011 – Introduction to Business Economics proposed adopting a single reassessment exam to replace the existing split-exam model. With no comments from the Committee, the proposal was approved.

For academic year 2026/27, the Committee considered the following unit change proposals:

MN12005 – Business, Society and Law proposed changing the two 25% law assessments from open-book to closed-book format. No issues were raised and the proposal was approved.

MN12217 – Business Economics for Accountants sought to move to a single reassessment exam covering both semesters. With no feedback raised, the proposal was approved.

MN22019 – Intermediate Accounting and Company Law introduced ESG integration, revised learning outcomes, and reduced the assessment burden by removing the presentation component. The Committee noted that the External Examiner was satisfied following earlier queries about exam length, and the proposal was approved.

MN22030 – Consumer Psychology proposed replacing the 70% reflective report with a 70% exam, retaining the 30% group report. Dr YALABIK noted that the proposal was not led by the Unit Convenor but by the Subject Group Lead (SGL); however, Ms ELLIOTT confirmed that SGLs should lead proposals. The proposal was approved.

MN22160 – Human Resource Management proposed a change from 100% coursework to 30% group presentation and 70% closed-book exam. Concern was raised regarding the rationale referencing low engagement, which may refer to attendance, noting that attendance is not compulsory. The proposal was approved.

MN32034 – Advanced Accounting sought to replace the single 100% exam with a 70% exam and 30% coursework model. As no comments were raised, the proposal was approved.

MN32037 – Audit and Risk Management proposed introducing a 30% individual coursework component alongside a 70% exam. Following confirmation that the exam would be closed-book, the Committee approved the proposal.

MN32186 – Decision Science proposed replacing the 50% coursework with a 50% in-class test, retaining the existing 50% exam. Dr YALABIK observed that this mode better assesses problem-solving. Following confirmation to Ms ELLIOTT that the in-class test would be substantive, the proposal was approved.

MN32188 – Economics: Interdisciplinary Approaches introduced a 30% essay and changed the existing 100% open-book exam to a 70% closed-book exam. The Chair explained the benefits for student progression, and the proposal was approved.

Mrs MARTIN commented that it should be good practice for students to submit their notes following an open-book exam; however, it was noted that this would be difficult to monitor in centrally timetabled venues and would require a University-level change via the Exams Team.

MN32189 – Employment Law sought to formalise its 100% coursework structure into a 70% oral argument plus two 15% written components. As the change reflected External Examiner feedback and existing practice, the proposal was approved.

MN32190 – Entrepreneurial Finance and Intellectual Property proposed moving from a 50/50 exam and coursework split to 100% coursework. Although some members noted that this shift ran counter to current thinking on assessment diversification, the rationale was accepted and the proposal was approved.

MN32194 – Hot Topics in Business Economics introduced a 30% essay, reduced the final exam to 70%, and moved reassessment to a single exam. With no comments raised, the proposal was approved.

MN32187 – Doing Business in China was proposed for withdrawal due to the loss of specialist expertise. Recognising that a replacement may be developed in future years, the withdrawal was approved.

MN32272 – Services Marketing was proposed for withdrawal due to a lack of student recruitment and the loss of the Unit Convenor. The withdrawal

was approved.

MN1 new unit – Business Economics, BSc Accounting and Management (BAM)-specific unit, proposed introducing a new unit for BAM students to accommodate growth and allow BSc Accounting and Finance (BAF) students to align with BSc Finance (BFIN) for delivery. The Chair explained that these students could be taught at a more technical level without the BAM cohort, and the proposal was approved.

MN3 new unit – Geopolitics, International Trade and Foreign Direct Investment proposed introducing a new unit as a final-year option aligned with global business developments. The proposal was approved without further discussion.

MN3 new unit – Digital Marketing Strategy proposed adding a new practical digital marketing unit to complement existing provision. As this would strengthen final-year options in light of upcoming changes to the BSc Business (BB) course, the proposal was approved.

MN3 new unit – Business Analytics for Decision Making proposed introducing a new analytics-focused unit. Concerns were raised about potential overlap with MN32186: Decision Science content. After discussion, the Committee agreed that the proposal should be returned to SGLs and the Head of Division for clarification, with approval to proceed via Chair's Action if resolved within the week. [**Secretary's note:** Following discussion with SGL, the Chair decided to reject the unit proposal and advise review of content across units.]

MN3 new unit – Entrepreneurial Thought and Action proposed adding a new entrepreneurship unit replacing a discontinued pre-CT offering. Mr DALY confirmed that it differed substantially from MN32191: Entrepreneurship Project, and the proposal was approved.

MN22018 – Intermediate Finance (20 credits) was proposed for withdrawal in 2027/28 and replacement by two 10-credit units to reduce progression risks associated with trailing and resit credit limits under the undergraduate assessment regulations (UGAR). This was approved

MN2 new unit – Intermediate Empirical Finance proposed forming one of the two replacement 10-credit units and was approved.

MN2 new unit – Intermediate Corporate Finance proposed forming the second of the two replacement 10-credit units and was approved

AGREED: proposed unit changes agreed, as noted above, for approval by Board of Studies. Chair's Action to be taken on Business Analytics for Decision Making.

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The Committee discussed the format for synopsis, noting the comments of an external examiner that sentences would be easier for students to understand than bullet point lists. It was noted that for marketing on the web purposes the requirement is currently for bullet point lists, so the Committee confirmed that synopsis should be formatted to meet this requirement.

[Prof ERDOGAN left the meeting]

- b The Committee considered changes to School of Management undergraduate courses and units (Paper SLTQC 25/26-042b).

For academic year 2026/27, the Committee considered the following course change proposals:

BSc Accounting and Management (full-time and with placement year): Proposed removing MN12217 Business Economics for Accountants from Year 1 and replacing it with the new Business Economics unit; with no further comments from the Committee, the proposal was approved.

MN32192 – Financial Markets and Investments proposed permanently adding the unit as a final-year option across BAM, BSc Management (BMAN), BSc International Management (BIM), BSc Management with Marketing (BMM), and BB following a one-year trial; during discussion the Chair noted anecdotal evidence that some students found the unit difficult and withdrew early, and in-class test data showed BAF students performing worse. Dr MTAR highlighted concerns that the Unit Convenor may have been rethinking the availability following a discussion with him.

[Secretary's note: Post-meeting follow-up confirmed Unit Convenor still happy with the proposed availability.]

AGREED: The unit should remain available for one further year pending further review.

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MN32198: International Finance proposed re-adding the unit as a final-year option to BMAN4, BIM4, and BMM following pre-CT structural changes and the forbidden combination with MN20600 which is no longer relevant. The proposal received no further comments and was approved.

BFIN3/4 proposed removing a withdrawn MN32187 Doing Business in China from course structures, and the proposal was approved.

BAM3/4 proposed removing MN12217 and replacing it with the new Business Economics unit, alongside removing a withdrawn MN32187 Doing Business in China from course structures; members raised no concerns, and the proposal was approved.

BIM proposed adding four new optional final year units Digital marketing strategy, Business analytics for decision making, Geopolitics, international trade and foreign direct investment and Entrepreneurial thought and action and removing the withdrawn MN32187 Doing Business in China and MN32272 Services Marketing from the course. With no concerns raised, the proposal was approved (subject to Chair's Action on whether to establish new unit Business analytics for decision making, as noted in minutes above).

BMAN3/4, BMM proposed adding four new optional final year units Digital marketing strategy, Business analytics for decision making, Geopolitics, international trade and foreign direct investment and Entrepreneurial thought and action and removing the withdrawn MN32272 Services Marketing from the course. With no concerns raised, the proposals were approved (subject to Chair's Action on whether to establish new unit Business analytics for decision making, as noted in minutes above).

BAF3/4 proposed adding a new optional final-year unit Entrepreneurial thought and action, alongside removing the withdrawn MN32187 Doing

Business in China from course structures; members raised no concerns and the proposal was approved.

BB proposed adding three new optional final year units Digital marketing strategy, Business analytics for decision making, and Entrepreneurial thought and action. And removing the withdrawn MN32187 Doing Business in China and MN32272 Services Marketing from the course. With no concerns raised, the proposal was approved (subject to Chair's Action on whether to establish new unit Business analytics for decision making, as noted in minutes above).

For academic year 2027/28, the Committee considered the following course change proposals:

BAF Year 2 proposed withdrawing the 20-credit MN22018 Intermediate Finance unit and replacing it with two 10-credit units (Intermediate Corporate Finance and Intermediate Empirical Finance), alongside housekeeping updates to careers data. The proposal was approved.

BFIN Year 2 proposed the same restructure as BAF Year 2, replacing the 20-credit MN22018 unit with two 10-credit units and updating careers and placement information. The proposal was approved.

BMAN Year 2 proposed converting two core units (MN22020 Business Economics in Context and MN22021 Project and Supply Management) into optional units to increase student choice. External Examiners were supportive, and members agreed that the change addresses students' concerns about limited option choice. The proposal was approved.

AGREED: proposed course changes agreed, as noted above, for approval by Board of Studies. Chair's Action to be taken on Business Analytics for Decision Making.

Sec

305 Education Action Plan (EAP)

The Committee received the latest download of the Education Action Plan (EAP) (Paper SLTQC25/26-043).

Mr WILLIS, as Director of Teaching Postgraduate, began by thanking Mrs BEVAN and Ms ELLIOTT for their input into the document.

The Committee noted that expectations for thesis standards was being clarified and that summer internships were in the process of being added to four MSc courses from 2027/28.

The Committee noted that one of the actions on the EAP was to ensure that there was a better correlation between marks and the feedback provided. Prof KAMM, who sent apologies for the meeting, had sent written comments to be shared. He commented that in 2024/25 some supervisors and first markers were unaware that they could edit the final feedback to students provided for summer projects. Such edits could reflect the agreed mark following discussion with the second marker.

Prof KAMM also noted that the coursework submission sheet being considered by the Committee currently applied only to individual work; however, guidance on the use of AI could also be included on the group work cover sheet.

Prof ERDOGAN had commented before leaving the meeting, that point 18 on the plan should be clarified to state that the inclusion of internships would be to campus-based MSc courses and not the on-line MSc courses.

Mrs BEVAN noted that she had met with Mr CRAWFORD, Director of Teaching Undergraduate, who was in the process of adding NSS and graduate outcomes into the EAP.

Dr DUNCOMBE requested permission to share with Ms HODGSON, Senior Academic Quality and Standards Officer, that the School Learning, Teaching and Quality Committee were reviewing the Education Action Plan. Dr DUMCOMBE noted that Ms HODGSON was providing training to committee secretaries on the Education Action Plan.

Ms ELLIOTT informed the Committee that the proposal for the redesigned Degree Scheme Review process was that actions arising from such reviews would be included within the EAP.

The Committee noted that some actions within the Education Action Plan had been escalated to higher levels within the University in order to ensure they could be implemented.

AGREED: Ms ELLIOTT to amend the Education Action Plan to reflect the comments from the meeting.

KE

306 Group Work

Dr YALABIK, Director of Innovation in Pedagogy and Assessment, gave an update about the new group work practice that was introduced in 2024/25. The Committee was informed that it was difficult to determine whether this had reduced the number of unequal contribution claims as data was not available prior to introducing the group work practice. Feedback from the new group work practice was positive, especially from Unit Conveners.

It was noted that for large groups, unequal contribution claims remain. Large Practice Track groups continued to experience issues, and smaller groups were considered preferable.

[Dr ELLIS-BRUSH left the meeting]

Dr YALABIK noted that although he had faced fewer claims individually, Student Experience Officers and the Assessment and Timetabling Office might have a better insight into numbers of claims of unequal contribution.

The Chair noted the difficulty in determining whether all colleagues were applying the group work practice. Dr YALABIK suggested that an audit of Moodle pages would provide a useful check to confirm that the policy was being implemented.

Dr MTAR noted that difficulties sometimes arose in group work involving students from different cultural backgrounds, due to the differing education systems they had come from. This issue was more prevalent in postgraduate groups than in undergraduate groups.

Dr MTAR noted that high stakes coursework was also a source of difficulty, especially the Final Year Project and especially in cases where coursework made up a large percentage of the overall marks.

Dr YALABIK acknowledged that gaps in ability between groups were inevitable, but that strategies were required to help students work together more effectively.

Dr MTAR and Dr YALBIK both noted that some students had expressed concerns about the use of AI in group work. Mrs MARTIN noted that it needed to be clear who was responsible if a member of the group had used generative AI inappropriately.

The Chair noted that the policy needed amending to include the use of generative AI.

[Mr WILLIS left the meeting]

Dr DUNCOMBE noted that inappropriate use of generative AI could be confidentially reported to the Director of Studies. It was also noted that the transition to the University's two-lane approach would provide an appropriate opportunity to amend the group work policy.

307 Coursework submission sheet

The Committee received the updated coursework submission sheet (Paper SLTQC25/26-044).

The Chair noted that this update was of a good standard.

Mr DALY noted that both students and Unit Convenors would require guidance on how to complete the GenAI section.

The Chair noted that Moodle sites contain links to the University regulations. Dr DUNCOMBE noted that, under regulation 15, students must take their own responsibility for ensuring they maintain academic integrity.

The Chair noted that all forms of GenAI listed on the submission sheet were allowed but the student needed to tick which one they had used. Mr DALY noted that the GenAI table looked in isolation and may create uncertainty for students regarding whether the boxes should be ticked.

The Chair noted that staff should be aware which forms of GenAI are allowed. Dr MTAR noted that colleagues needed to inform students about Type B generative AI that is permitted.

Dr DUNCOMBE noted that it is an expectation for lecturers to include in assessment instruction how students could use GenAI.

Dr DUNCOMBE shared a link to the GenAI Assessment Categorisation Summary which lists the specific processes within Type B assessments where GenAI is permitted.

The Chair noted that staff should be issued with guidance about the use of GenAI to distribute to students alongside the submission sheet.

AGREED: The coursework cover sheet was approved for use from Semester 2 of 2025/26.

AGREED: Chair to provide clarification to Unit Convenors (specifically link to University GenAI policy).

**Sec
Chair**

- 308 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

309 Chair's Action

- a** The Committee noted Chair's Action taken to confirm the change of assessment to MN32190 for 2025/26. (Paper SLTQC25/26-045)
- b** The Committee noted Chair's Action taken to approve changes to pre-requisites on 4 final year units for 2026/27. (Paper SLTQC25/26-046)
- c** The Committee noted Chair's Action taken to approve the changes to online MSc Business Analytics. (Paper SLTQC25/26-047)
- d** The Committee noted Chair's Action taken to confirm the change of assessment to MN32188 for 2025/26. (Paper SLTQC25/26-048)
- e** The Committee noted Chair's Action taken to approve the update to careers and placement data on undergraduate course specifications. (Paper SLTQC25/26-049)

[Mr DALY left the meeting]

310 Papers from other committees for reference

- a** The Committee noted the EAB paper on Widening Access update (Paper SLTQC25/26-050).

The Chair recommended to read the paper. Dr MTAR commented that it was a useful resource. It was noted that the School of Management had met the Free School Meals milestone.

- b** The Committee noted the EAB paper on Teaching Development Fund (TDF) (Paper SLTQC25/26-051)

The Chair noted that the Teaching Development Fund was not utilised in the School of Management.

- c** The Committee noted the EAB paper on Embedding Vertically Integrated Projects within our academic courses (Paper SLTQC25/26-052).

The Chair noted that the coordination required to embed Vertically Integrated Projects should be led by the central University.

311 Committees

- a** The Committee noted the minutes from the Student Experience Advisory Board meeting of 27 November 2025 (Paper SLTQC25/26-053).
- b** The Committee noted the minutes from the Education Advisory Board meeting of 15 December 2025 (Paper SLTQC25/26-054).

Part IV Business

312 Any Other Business

It was noted that the School's Education Annual Review and Enhancement (EARE) report would be circulated electronically in February.

The School's Learning, Teaching and Quality Committee would meet again in March, May and June 2026.

The meeting concluded at 16:50 pm

Confirmed