**Map of 115 Chartered Manager Degree Apprenticeship Assessment Criteria to Sport Business Management Module Learning Outcomes**

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|  |  |  | **CMDA Assessment Criteria** | **How achieved** | **Module and Learning Outcome** |
| **Organisational Performance – delivering a long-term purpose** | | | | |  |
| Operational Strategy | 1.1 How to develop and implement organisational  strategy and plans, including approaches to resource  and supply chain management, workforce  development, sustainability, taking and managing  risk, monitoring and evaluation, and quality  assurance. | **1K** | 1.1.1 Evaluate theories of organisational strategies and review own organisations strategy in the context of these | Be aware of the similarities and differences between managing fitness, sports and leisure facilities within the different sporting sectors. | Understanding Sport Industry 4LMS2012-KU1 |
| Be aware of the key landmarks (policies, strategies and programmes) that have shaped sports development | Physical Activity and Sport Policy in Practice  4LMS2009-KU1 |
| Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| appraise a variety of sport business structures | Leadership and Management of Sports Events 5LMS2007-KU1 |
| Obtain an understanding of international sport for development | Global Perspectives of Sports Development-5LMS2004-KU1 |
| Understand different perspectives of international sport | Global Perspectives of Sports Development-5LMS2004-SA2 |
| 2K | 1.1.2 Analyse own organisations strategy for resource and supply chain management | Obtain an understanding of the day to day operational requirements needed to manage fitness, sports and  leisure facilities, including customer care, staff management, marketing, budgeting, health and safety,  programming and physical resources. | Understanding Sport Industry 4LMS2012-KU2 |
| Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| analyse organisational culture and behaviour | Leadership and Management of Sports Events 5LMS2007-KU2 |
| 3K | 1.1.3 Analyse own organisations strategy for workforce development | Obtain an understanding of the day to day operational requirements needed to manage fitness, sports and  leisure facilities, including customer care, staff management, marketing, budgeting, health and safety,  programming and physical resources. | Understanding Sport Industry 4LMS2012-KU2 |
| select a suitable work experience and justify the experience in regards to personal development in either sports coaching, physical activity & sports development or sports management settings | Sport Experience Learning 5LMS2003-KU1 |
| Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| analyse organisational culture and behaviour | Leadership and Management of Sports Events 5LMS2007-KU2 |
| 4K | 1.1.4 Interpret key principles of sustainability within own organisation | Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 5K | 1.1.5 Evaluate risk management models and review own organisations approach to the identification and monitoring of risk | Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007-KU1 |
| reflect on how a sport organisation may be independently and jointly influenced by micro and macro environmental factors | Creating Business Strategies for Sport 6LMS2007-SA2 |
| 6K | 1.1.6 Evaluate quality assurance models in the context of own organisation | Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
|  | Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| reflect on how a sport organisation may be independently and jointly influenced by micro and macro environmental factors | Creating Business Strategies for Sport 6LMS2007-SA2 |
| 1.2 How to manage change in the organisation. | 7K | 1.2.1 Critically evaluate change management models` | Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| discuss concepts of change and conflict management and apply change management theory to sport organisational scenarios | Leadership and Management of Sports Events 5LMS2007-KU3 |
| use change and conflict management theory | Leadership and Management of Sports Events 5LMS2007-SA |
| 8K | 1.2.2 Apply relevant model(s) to effectively manage substantial change in a select area of own organisation | discuss concepts of change and conflict management and apply change management theory to sport organisational scenarios | Leadership and Management of Sports Events 5LMS2007-KU3 |
| use change and conflict management theory | Leadership and Management of Sports Events 5LMS2007-SA |
| 1.3 Support the development of organisational  strategies and plans. | 9S | 1.3.1 Review own organisations strategies and plans and support further development of these | Be able to identify the management challenges faced by managing fitness, sports and leisure facilities in each  of the main sectors | Understanding Sport Industry 4LMS2012-SA1 |
| select a suitable work experience and justify the experience in regards to personal development in either sports coaching, physical activity & sports development or sports management settings | Sport Experience Learning 5LMS2003-KU1 |
| Appraise the impact of academic and vocational learning upon professional practice in chosen setting | Sports Management Experience Dissertation 6LMS2009-SA1 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| create appropriate business strategies for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 1.4 Develop and deliver operational plans; set targets  and key performance indicators, manage resources,  and monitor and measure outcomes to establish  operational effectiveness, efficiencies and  excellence. | 10S | 1.4.1 Develop operational plan to include realistic, measurable targets and key performance indicators | Apply the management tools required to operate fitness, sports and leisure facilities effectively, efficiently and  safely | Understanding Sport Industry 4LMS2012-SA2 |
| Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| 11S | 1.4.2 Demonstrate effective delivery of operational plan | Apply the management tools required to operate fitness, sports and leisure facilities effectively, efficiently and  safely | Understanding Sport Industry 4LMS2012-SA2 |
| 12S | 1.4.3 Identify and manage appropriate resources to deliver plan | Be able to identify the management challenges faced by managing fitness, sports and leisure facilities in each  of the main sectors | Understanding Sport Industry 4LMS2012-SA1 |
| Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| show understanding of how to locate, evaluate and utilise sources of literature | Research Methods for Sports Business Management 5LMS2006-KU2 |
| demonstrate an ability to evaluate appropriate literature | Research Methods for Sports Business Management 5LMS2006-SA1 |
| 13S | 1.4.4 Accurately monitor and measure outcomes and evaluate results | Apply the management tools required to operate fitness, sports and leisure facilities effectively, efficiently and  safely | Understanding Sport Industry 4LMS2012-SA2 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 1.5 Produce reports that clearly present information and  data, using a range of interpretation and analytical  processes. | 14S | 1.5.1 Construct a range of detailed management reports and analyse and interpret these | analyse organisational culture and behaviour | Leadership and Management of Sports Events 5LMS2007-KU2 |
| demonstrate understanding of the requirements of a thorough and coherent undergraduate dissertation | Sports Business Management Research Dissertation 6LMS2006-KU2 |
| be able to effectively design and conduct an appropriate research dissertation | Sports Business Management Research Dissertation 6LMS2006-SA1 |
| produce a dissertation in accordance with the handbook guidelines | Sports Business Management Research Dissertation 6LMS2006-SA2 |
| be familiar with the content and format of an academic poster presentation | Sports Business Management Research Dissertation 6LMS2006-KU3 |
| 1.6 Gain wide support to deliver successful outcomes. | 15S | 1.6.1 Deliver successful outcomes demonstrating the effective use of wide support from a range of sources. | show understanding of how to locate, evaluate and utilise sources of literature | Research Methods for Sports Business Management 5LMS2006-KU2 |
|  | demonstrate an ability to evaluate appropriate literature | Research Methods for Sports Business Management 5LMS2006-SA1 |
| Project Management | 2.1 How a project moves through planning, design,  development, deployment and evaluation. | 16K | 2.1.1 Analyse the key stages of a project and demonstrate the application of these | Understand the processes required to prepare a business plan within the sports sector | Enterprise and Entrepreneurship in Sports Business Management 6LMS2008-KU1 |
| Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| outline the principles of sports event management | Leadership and Management of Sports Events 5LMS2007-KU4 |
| be aware of the key components involved in designing a research proposal | Research Methods for Sports Business Management 5LMS2006-KU3 |
| Explore the complexities of global sporting mega-events | Global Perspectives of Sports Development-5LMS2004-KU2 |
| 2.2 Risk management models and reporting, risk benefit  analysis and health and safety implications. | 17K | 2.2.1 Evaluate risk management models and risk versus benefit | Develop a detailed knowledge of the different elements that comprise a business plan | Enterprise and Entrepreneurship in Sports Business Management 6LMS2008-KU2 |
| examine appropriate methods of data collection and analysis | Research Methods for Sports Business Management 5LMS2006-SA3 |
| 18K | 2.2.2 Present methods of reporting and monitoring risk, including health and safety, and the mitigation of identified risks | Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| outline the principles of sports event management | Leadership and Management of Sports Events 5LMS2007-KU4 |
| demonstrate understanding of the requirements of a thorough and coherent undergraduate dissertation | Sports Business Management Research Dissertation 6LMS2006-KU2 |
| be able to effectively design and conduct an appropriate research dissertation | Sports Business Management Research Dissertation 6LMS2006-SA1 |
| produce a dissertation in accordance with the handbook guidelines | Sports Business Management Research Dissertation 6LMS2006-SA2 |
| 2.3 Plan, organise and manage resources in order to  achieve organisational goals. | 19S | 2.3.1 Exhibit the effective planning, organisation, and management of identified resources, demonstrating how this contributes to the achievement of project goals | Critically analyse and evaluate the different elements that are required within a business plan | Enterprise and Entrepreneurship in Sports Business Management 6LMS2008-SA1 |
| Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| outline the principles of sports event management | Leadership and Management of Sports Events 5LMS2007-KU4 |
| Explore the complexities of global sporting mega-events | Global Perspectives of Sports Development-5LMS2004-KU2 |
| 2.4 Identify key outcomes, develop and implement plans  and monitor progress, and provide reports as  required. | 20S | 2.4.1 Identify key project outcomes, developing and implementing plans to ensure that these are achieved | Prepare a business plan for a sports organisation | Enterprise and Entrepreneurship in Sports Business Management 6LMS2008-SA2 |
| 21S | 2.4.2 Monitor progress towards the achievement of project outcomes and produce reports that clearly demonstrate this | Present and justify a business plan for a sports organisation | Enterprise and Entrepreneurship in Sports Business Management 6LMS2008-SA3 |
| Recognise the policy context for sports development and outline current programmes in youth/education,  community and high-performance sport settings. | Physical Activity and Sport Policy in Practice  4LMS2009-KU3 |
| 2.5 Proactively identify risk and create plans for their  mitigation. | 22S | 2.5.1 Select and apply a risk management model to project, identifying and monitoring risks and actions to mitigate of these | Select and apply a risk management model to project, identifying and monitoring risks and actions to mitigate of these | Finance for Sports Managers 5LMS2008-SA1 |
| 2.6 Initiate, lead and drive change within the  organisation, identifying barriers/ challenges and  how to overcome them. | 23S | 2.6.1 Initiate, lead and drive change within a specific area of own organisation, identifying barriers/ challenges and presenting strategies to overcome these | Interpret the patterns of continuity and change in contemporary sport and physical activity participation | Facilities and Funding for Active Communities  5LMS0080-KU1 |
| discuss concepts of change and conflict management and apply change management theory to sport organisational scenarios | Leadership and Management of Sports Events 5LMS2007-KU3 |
| 2.7 Use widely recognised project management tools. | 24S | 2.7.1 Demonstrate the successful use of project management tools. | outline the principles of sports event management | Leadership and Management of Sports Events 5LMS2007-KU4 |
| Business Finance | 3.1 Financial strategies, including budgets, financial  management and accounting, and how to provide  financial reports. | 25K | 3.1.1 Evaluate the importance of strategic financial management in relation to the organisational strategy | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 26K | 3.1.2 Assess the key elements of financial planning and review | Use of an appropriate macro environmental analyses for a sports organisation | Creating Business Strategies for Sport 6LMS2007-KU2 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 27K | 3.1.3 Create and analyse financial reports | create appropriate business strategies for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 3.2 Approaches to procurement and contracting, and  legal requirements. | 28K | 3.2.1 Evaluate the use of procurement and contracting and analyse their use within the context of own organisation | Evaluate the use of procurement and contracting and analyse their use within the context of own organisation | Finance for Sports Managers 5LMS2008-KU1 |
| 29K | 3.2.3 Assess the legal requirements around procurement and contracting and how to comply with these | Assess the legal requirements around procurement and contracting and how to comply with these | Finance for Sports Managers 5LMS2008-KU2 |
| 3.3 Commercial context in an organisational setting and  how this changes over time. | 30K | 3.3.1 Assess the commercial context that own organisation operates within | Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| discuss concepts of change and conflict management and apply change management theory to sport organisational scenarios | Leadership and Management of Sports Events 5LMS2007-KU3 |
| 3.4 Manage budgets, control expenditure and produce  financial reports. | 31S | 3.4.1 Identify how a budget can be produced taking into account financial constraints and achievement of targets, legal requirements and accounting conventions | Use of an appropriate macro environmental analyses for a sports organisation | Creating Business Strategies for Sport 6LMS2007-KU2 |
| 32S | 3.4.2 Demonstrate competent management of a budget ensuring control over expenditure in accordance with targets | Demonstrate competent management of a budget ensuring control over expenditure in accordance with targets | Finance for Sports Managers 5LMS2008-SA2 |
| 33S | 3.4.2 Access financial data, assess its validity and produce clear financial reports that analyse data and draw conclusions. | Use of an appropriate macro environmental analyses for a sports organisation | Creating Business Strategies for Sport 6LMS2007-KU2 |
| Sales and Marketing | 4.1 How to create marketing and sales strategies. | 34K | 4.1.1 Evaluate sales and marketing theories to inform strategy | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| consult and negotiate while implementing a marketing strategy for a sports event. | Leadership and Management of Sports Events 5LMS2007-SA4 |
| 35K | 4.1.2 Assess methods for setting sales and marketing objectives | Use of an appropriate macro environmental analyses for a sports organisation | Creating Business Strategies for Sport 6LMS2007-KU2 |
| Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| structure a marketing strategy for a sports event | Leadership and Management of Sports Events 5LMS2007-KU5 |
| consult and negotiate while implementing a marketing strategy for a sports event. | Leadership and Management of Sports Events 5LMS2007-SA4 |
| 36K | 4.1.3 Explain methods for applying and monitoring the implementation of a sales and marketing plan | structure a marketing strategy for a sports event | Leadership and Management of Sports Events 5LMS2007-KU5 |
| consult and negotiate while implementing a marketing strategy for a sports event. | Leadership and Management of Sports Events 5LMS2007-SA4 |
| 4.2 How to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market. | 37K | 4.2.1 Critically evaluate types of market segmentation and apply to own organisations customer base | Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| structure a marketing strategy for a sports event | Leadership and Management of Sports Events 5LMS2007-KU5 |
| Obtain an understanding of international sport for development | Global Perspectives of Sports Development-KU1 |
| Understand different perspectives of international sport | Global Perspectives of Sports Development-SA2 |
| 38K | 4.2.2 Analyse segments in relation to own organisation and propose a strategy to assist targeting | Use of an appropriate macro environmental analyses for a sports organisation | Creating Business Strategies for Sport 6LMS2007-KU2 |
| create appropriate business strategies for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| analyse organisational culture and behaviour | Leadership and Management of Sports Events 5LMS2007-KU2 |
| structure a marketing strategy for a sports event | Leadership and Management of Sports Events 5LMS2007-KU5 |
| demonstrate an awareness of a variety of sport business structures and organisational cultural behaviours | Leadership and Management of Sports Events 5LMS2007-SA1 |
| 4.3 The need for innovation in product and service  design. | 39K | 4.3.1 Explain the importance of innovation in product and design | research and market a sports event | Leadership and Management of Sports Events 5LMS2007-SA3 |
| consult and negotiate while implementing a marketing strategy for a sports event. | Leadership and Management of Sports Events 5LMS2007-SA4 |
| 40K | 4.3.2 Analyse approaches to innovation employed by own organisation making recommendations as appropriate | research and market a sports event | Leadership and Management of Sports Events 5LMS2007-SA3 |
| consult and negotiate while implementing a marketing strategy for a sports event. | Leadership and Management of Sports Events 5LMS2007-SA4 |
| 4.4 Use customer insight and analysis of data to  determine and drive customer service outcomes and  improve customer relationships. | 41S | 4.4.1 Analyse sources of information for customer insight and data | engage and enhance skills in IT/computer software applications | Developing an Academic Approach  4LMS0152-SA3 |
| implement appropriate micro and macro environmental analysis for a sports organisation | Creating Business Strategies for Sport 6LMS2007-SA3 |
| structure a marketing strategy for a sports event | Leadership and Management of Sports Events 5LMS2007-KU5 |
| show understanding of how to locate, evaluate and utilise sources of literature | Research Methods for Sports Business Management 5LMS2006-KU2 |
| demonstrate an ability to evaluate appropriate literature | Research Methods for Sports Business Management 5LMS2006-SA1 |
| examine appropriate methods of data collection and analysis | Research Methods for Sports Business Management 5LMS2006-SA3 |
| 42S | 4.4.2 Demonstrate use of customer insight and data to determine and drive customer service outcomes and improve customer relationships | implement appropriate micro and macro environmental analysis for a sports organisation | Creating Business Strategies for Sport 6LMS2007-SA3 |
| structure a marketing strategy for a sports event | Leadership and Management of Sports Events 5LMS2007-KU5 |
| research and market a sports event | Leadership and Management of Sports Events 5LMS2007-SA3 |
| 4.5 Use creative approaches to developing solutions to  meet customer need. | 43S | 4.5.1 Demonstrate use of creative approaches in developing a range of solutions to meet customer needs and review the effectiveness of these. | structure a marketing strategy for a sports event | Leadership and Management of Sports Events 5LMS2007-KU5 |
|  | research and market a sports event | Leadership and Management of Sports Events 5LMS2007-SA3 |
| consult and negotiate while implementing a marketing strategy for a sports event. | Leadership and Management of Sports Events 5LMS2007-SA4 |
| Digital Business | 5.1 Approaches to innovation and digital  technologies and their impact on  organisations, and how their application can  be used for organisational improvement and  development. | 44K | 5.1.1 Critically evaluate the impact of innovation and digital technologies on organisations | engage and enhance skills in IT/computer software applications | Developing an Academic Approach  4LMS0152-SA3 |
| Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| 45K | 5.1.2 Evaluate the use of these for organisational development | engage and enhance skills in IT/computer software applications | Developing an Academic Approach  4LMS0152-SA3 |
| Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| 46K | 5.1.3 Review the use of innovation and digital technologies in own organisation and make recommendations for improvement | Review the use of innovation and digital technologies in own organisation and make recommendations for improvement | Digital Technologies in Sport |
| 5.2 Innovation and digital technology’s impact  on data and knowledge management for  analysing business decision-making. | 47K | 5.2.1 Analyse the impact of innovation and digital technologies on data and knowledge management | Analyse the impact of innovation and digital technologies on data and knowledge management | Digital Technologies in Sport |
| 48K | 5.2.2 Demonstrate how this can be utilised for making business decisions | Demonstrate how an analysis of the impact of digital technologies can be utilised for making business decisions | Digital Technologies in Sport |
| 5.3 Identify service/ organisational improvements and  opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others. | 49S | 5.3.1 Demonstrate the use of qualitative and quantitative analysis of information to identify service/ organisational improvements and opportunities for innovation and growth | apply initiative, application, organisation, and other relevant skills in all aspects of the research process. | Sports Business Management Research Dissertation 6LMS2006-SA4 |
| Demonstrate the use of qualitative analysis of information to identify service/ organisational improvements and opportunities for innovation and growth | Digital Technologies in Sport |
| Demonstrate the use of quantitative analysis of information to identify service/ organisational improvements and opportunities for innovation and growth | Digital Technologies in Sport |
| 50S | 5.3.2 Analyse information and data to benchmark against others. | engage and enhance skills in IT/computer software applications | Developing an Academic Approach  4LMS0152-SA3 |
|  | Analyse information and data to benchmark against others. | Digital Technologies in Sport |
| **Interpersonal Excellence – leading people and developing collaborative relationships** | | | | |  |
| Communication | 6.1 Different forms of communication (written, verbal  non-verbal, digital) and how to apply them. | 51K | 6.1.1 Evaluate different types of communication and the application of these analyse their strengths and weaknesses in different contexts | Recognise the value of dialogue and debate with practising professionals from chosen settings and demonstrate an appreciation of a community of practice approach | Sports Management Experience Dissertation 6LMS2009-KU3 |
| 6.2 How to maintain personal presence and present to  large groups. | 52K | 6.2.1 Determine how to maintain personal presence | Evidence the attainment of advanced personal transferable qualities and assess their relevance to enhance future employability | Sports Management Experience Dissertation 6LMS2009-SA3 |
| 53K | 6.2.2 Prepare and present successfully to large groups | Evidence the attainment of advanced personal transferable qualities and assess their relevance to enhance future employability | Sports Management Experience Dissertation 6LMS2009-SA3 |
| be familiar with the content and format of an academic poster presentation | Sports Business Management Research Dissertation 6LMS2006-KU3 |
| prepare an academic research poster and present this appropriately as scheduled, and be able to answer questions related to the poster content | Sports Business Management Research Dissertation 6LMS2006-SA3 |
| 6.3 Interpersonal skills awareness including effective  listening, influencing techniques, negotiating and  persuasion. | 54K | 6.3.1 Analyse own interpersonal skills and take responsibility to further develop of these | Understand the role and responsibilities of physical activity and sport development organisations | Physical Activity and Sport Policy in Practice 4LMS2009-KU2 |
| Evidence the attainment of advanced personal transferable qualities and assess their relevance to enhance future employability | Sports Management Experience Dissertation 6LMS2009-SA3 |
| evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| demonstrate and build upon existing transferable skills | Sports Business Management Research Dissertation 6LMS2006-KU4 |
| apply initiative, application, organisation, and other relevant skills in all aspects of the research process. | Sports Business Management Research Dissertation 6LMS2006-SA4 |
| 6.4 Communicate clearly, effectively and regularly using  oral, written and digital channels and platforms. | 55S | 6.4.1 Show effective and appropriate use of all forms of communication | Recognise the value of dialogue and debate with practising professionals from chosen settings and demonstrate an appreciation of a community of practice approach | Sports Management Experience Dissertation 6LMS2009-KU3 |
| Evidence the attainment of advanced personal transferable qualities and assess their relevance to enhance future employability | Sports Management Experience Dissertation 6LMS2009-SA3 |
| 6.5 Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate. | 56S | 6.5.1 Use active listening and open questioning to structure conversations and discussions and demonstrate the use of these to challenge others when appropriate | Recognise the value of dialogue and debate with practising professionals from chosen settings and demonstrate an appreciation of a community of practice approach | Sports Management Experience Dissertation 6LMS2009-KU3 |
| 6.6 Manage and chair meetings and clearly present  actions and outcomes. | 57S | 6.6.1 Demonstrate confident and effective chairing of meetings including preparation and follow up | Recognise the value of dialogue and debate with practising professionals from chosen settings and demonstrate an appreciation of a community of practice approach | Sports Management Experience Dissertation 6LMS2009-KU3 |
| 6.7 Apply influencing and persuading skills, to the  dynamics and politics of personal interactions. | 58S | 6.7.1 Effectively apply influencing and persuading skills to the dynamics and politics of personal interactions. | Recognise the value of dialogue and debate with practising professionals from chosen settings and demonstrate an appreciation of a community of practice approach | Sports Management Experience Dissertation 6LMS2009-KU3 |
|  | Evidence the attainment of advanced personal transferable qualities and assess their relevance to enhance future employability | Sports Management Experience Dissertation 6LMS2009-SA3 |
| evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| Discuss the role of sport in international politics and diplomacy | Global Perspectives of Sports Development-SA1 |
| demonstrate and build upon existing transferable skills | Sports Business Management Research Dissertation 6LMS2006-KU4 |
|  | prepare an academic research poster and present this appropriately as scheduled, and be able to answer questions related to the poster content | Sports Business Management Research Dissertation 6LMS2006-SA3 |
| Leading People | 7.1 Different inclusive leadership styles and models,  how to develop teams and support people using  coaching and mentoring approaches. | 59K | 7.1.1 Evaluate a range of leadership styles and models to include inclusive leadership | Be aware of sport business management in different countries globally | Sport Business Management; National & International Perspectives 4LMS0150-KU1 |
| Discuss reasons for similarities and differences in management of global sport businesses | Sport Business Management; National & International Perspectives 4LMS0150-SA1 |
| 60K | 7.1.2 Know own leadership style and how to adapt to situations | Be able to identify the roles and responsibilities of a sports development professional | Physical Activity and Sport Policy in Practice 4LMS2009-SA3 |
| 61K | 7.1.3 Evaluate the use of coaching and mentoring approaches to supporting people and developing teams | Be aware of sport business management in different countries globally | Sport Business Management; National & International Perspectives 4LMS0150-KU1 |
| Discuss reasons for similarities and differences in management of global sport businesses | Sport Business Management; National & International Perspectives 4LMS0150-SA1 |
| Evidence the attainment of advanced personal transferable qualities and assess their relevance to enhance future employability | Sports Management Experience Dissertation 6LMS2009-SA3 |
| evaluate the impact of academic and vocational learning upon professional practice in either sports coaching, physical activity & sports development or sports management settings | Sport Experience Learning 5LMS2003-SA1 |
| 7.2 Organisational culture and diversity management. | 62K | 7.2.1 Evaluate types of organisational culture and how these are created | Describe and explain organisational structure and concepts of international sport business organisations | Sport Business Management; National & International Perspectives 4LMS0150-KU2 |
| Demonstrate the significance of different examples of management internationally in sport business | Sport Business Management; National & International Perspectives 4LMS0150-SA2 |
| Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| evaluate the impact of academic and vocational learning upon professional practice in either sports coaching, physical activity & sports development or sports management settings | Sport Experience Learning 5LMS2003-SA1 |
| demonstrate an awareness of a variety of sport business structures and organisational cultural behaviours | Leadership and Management of Sports Events 5LMS2007-SA1 |
| 63K | 7.2.1 Explain diversity management and review approach in own organisation | Describe and explain organisational structure and concepts of international sport business organisations | Sport Business Management; National & International Perspectives 4LMS0150-KU2 |
| Demonstrate the significance of different examples of management internationally in sport business | Sport Business Management; National & International Perspectives 4LMS0150-SA2 |
| Understand different perspectives of international sport | Global Perspectives of Sports Development-SA2 |
| 7.3 Articulate organisational purpose and values. | 64S | 7.3.1 Explain purpose and values and analyse how effectively these are communicated and articulated in own organisation | Be able to identify the roles and responsibilities of a sports development professional | Physical Activity and Sport Policy in Practice 4LMS2009-SA3 |
| 7.4 Support the creation of an inclusive, high  performance work culture. | 65S | 7.4.1 Take actions that support the creation of an inclusive work culture | demonstrate an awareness of a variety of sport business structures and organisational cultural behaviours | Leadership and Management of Sports Events 5LMS2007-SA1 |
| 66S | 7.4.2 Take actions that support the creation of a high performance work culture | demonstrate an awareness of a variety of sport business structures and organisational cultural behaviours | Leadership and Management of Sports Events 5LMS2007-SA1 |
| 7.5 Enable others to achieve by developing and  supporting them through coaching and mentoring. | 67S | 7.5.1 Enable others to achieve by developing and supporting them through coaching and mentoring. | Demonstrate an ability to enable others to achieve by developing and supporting them through coaching and mentoring | Leading People in the Sports Industry  6LMS0001-KU1 |
| Managing People | 8.1 How to recruit, manage and develop people, using  inclusive talent management approaches. | 68K | 8.1.1 Explain recruitment strategies and review the effectiveness of own organisations strategy | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 69K | 8.1.2 Examine inclusive talent management approaches and how this can be used to recruit, manage, and develop people | Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 70K | 8.1.3 Analyse the use of inclusive talent management within own organisation | Discover an appreciation of strategy formulation for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| analyse organisational culture and behaviour | Leadership and Management of Sports Events 5LMS2007-KU2 |
| 8.2 How to use HR systems and processes to ensure  legal requirements, health and safety, and wellbeing  needs. | 71K | 8.2.1 Discuss the use of HR systems and processes to ensure legal requirements, health and safety, and well-being needs are met | Describe, explain and justify the use of HR systems and processes to ensure legal requirements, health and safety, and well-being needs are met | Leading People in the Sports Industry  6LMS0001-KU3 |
| 8.3 How to set goals and manage performance. | 72K | 8.3.1 Critically evaluate goal setting theories and models | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| 73K | 8.3.2 Set realistic achievable goals for others, monitoring and managing progress towards these | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| create appropriate business strategies for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| 8.4 Build teams, empower and motivate others to  improve performance or achieve outcomes. | 74S | 8.4.1 Demonstrate successful team building skills to significantly empower and motivate others | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| demonstrate and build upon existing transferable skills | Sports Business Management Research Dissertation 6LMS2006-KU4 |
| 8.5 Delegate to others, provide clear guidance and  monitor progress. | 75S | 8.5.1 Identify and delegate tasks to others, demonstrating the provision of clear guidance and the effective monitoring of progress to achieve positive results | Demonstrate understanding of identifying and delegating tasks to others, demonstrating the provision of clear guidance and the effective monitoring of progress to achieve positive results | Leading People in the Sports Industry  6LMS0001-KU2 |
| 8.6 Set goals and accountabilities. | 76S | 8.6.1 Set realistic goals for others and ensure accountability. | set realistic goals for others and ensure accountability | Leading People in the Sports Industry  6LMS0001-SA1 |
| Collaborative Relationships | 9.1 Approaches to stakeholder, customer and  supplier management, developing  engagement, facilitating cross functional  working and negotiation. | 77K | 9.1.1 Describe the principles of stakeholder, customer and supplier engagement and management | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| 78K | 9.1.2 Analyse stakeholder, customer and supplier engagement and management in own organisation and identify strategies for improvement | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| 79K | 9.1.3 Explain the benefits and challenges of cross-functional working and apply this method of working to deliver positive results | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| 80K | 9.1.4 Evaluate negotiation strategies and prac**tice** these | Critically discuss business strategy options for sport organisations | Creating Business Strategies for Sport 6LMS2007-KU4 |
| 9.2 How to shape common purpose, as well as  approaches to conflict management and  dispute resolution. | 81K | 9.2.1 Explain methods for shaping common purpose | recognise and explain methods for shaping common purpose | Leading People in the Sports Industry  6LMS0001-SA2 |
| 82K | 9.2.2 Evaluate models of conflict management and resolution and successfully apply these | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| discuss concepts of change and conflict management and apply change management theory to sport organisational scenarios | Leadership and Management of Sports Events 5LMS2007-KU3 |
| 9.3 Build rapport and trust, develop networks and  maintain relationships with people from a range of  cultures, backgrounds and levels. | 83S | 9.3.1 Develop and maintain networks and relationships | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| 84S | 9.3.2 Build rapport and trust, demonstrating how this takes place with all people including those from different cultures, backgrounds and levels | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| 9.4 Contribute within a team environment. | 85S | 9.4.1 Demonstrate useful contributions to a team environment | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| 9.5 Effectively influence and negotiate, being able to  have challenging conversations and give  constructive feedback. | 86S | 9.5.1 Demonstrate effective negotiation and influencing skills | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| demonstrate and build upon existing transferable skills | Sports Business Management Research Dissertation 6LMS2006-KU4 |
| 87S | 9.5.2 Manage difficult conversations and give constructive feedback | manage difficult conversations and give constructive feedback | Leading People in the Sports Industry  6LMS0001-SA3 |
| 9.6 Work collaboratively with internal and external  customers and suppliers. | 88S | 9.6.1 Demonstrate collaborative working with internal customers | Demonstrate collaborative working with internal customers | Finance for Sports Managers 5LMS2008-SA3 |
| 89S | 9.6.2 Demonstrate collaborative working with external customers and suppliers. | Demonstrate collaborative working with external customers and suppliers | Finance for Sports Managers 5LMS2008-SA4 |
| **Personal Effectiveness – managing self** | | | | |  |
| Awareness of self and others | 10.1 How to be self–aware and recognise  different learning styles. | 90K | 10.1.1 Evaluate theories of learning styles and apply to self and others | Evaluate theories of learning styles and apply to self and others | Professional Development in Sport A: Awareness of self and others  4LMS000X-KU2 |
| 10.2 How to use emotional and social intelligence, and active listening and open questioning to work effectively with others. | 91K | 10.2.1 Evaluate models of emotional intelligence and their use in the workplace | Evaluate models of emotional and social intelligence and their use in the workplace | Professional Development in Sport A: Awareness of self and others  4LMS000X-KU1 |
| 92K | 10.2.2 Evaluate the concept of social intelligence and its use in the workplace | Evaluate models of emotional and social intelligence and their use in the workplace | Professional Development in Sport A: Awareness of self and others  4LMS000X-KU2 |
| 93K | 10.2.3 Explain the importance of active listening and open questioning and demonstrate their uses in working with others | Explain the importance of active listening and open questioning and demonstrate their uses in working with others | Professional Development in Sport A: Awareness of self and others  4LMS000X-KU1 |
| 10.3 Reflect on own performance, identifying  and acting on learning and development  needs. | 94S | 10.3.1 Analyse own performance, identifying learning and development needs | Understand how to select a suitable experience and justify the experience in regards to personal development and career intentions | Sports Management Experience Dissertation 6LMS2009-KU1 |
| Appreciate the value of academic learning theory to own experience | Sports Management Experience Dissertation 6LMS2009-KU2 |
| Appraise the impact of academic and vocational learning upon professional practice in chosen setting | Sports Management Experience Dissertation 6LMS2009-SA1 |
| use critical reflective practice to rationalise future intentions for continuing professional development. | Sport Experience Learning 5LMS2003-SA3 |
| select a suitable work experience and justify the experience in regards to personal development in either sports coaching, physical activity & sports development or sports management settings | Sport Experience Learning 5LMS2003-KU1 |
| Analyse own performance, identifying learning and development needs | Professional Development in Sport A: Awareness of self and others  4LMS000X-SA2 |
| 95S | 10.3.2 Devise and implement strategies to address learning and development needs | Understand how to select a suitable experience and justify the experience in regards to personal development and career intentions | Sports Management Experience Dissertation 6LMS2009-KU1 |
| Appreciate the value of academic learning theory to own experience | Sports Management Experience Dissertation 6LMS2009-KU2 |
| apply academic theory and applied competence to the experience and professional practice in chosen work experience setting | Sport Experience Learning 5LMS2003-KU2 |
| create appropriate business strategies for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| Devise and implement strategies to address learning and development needs | Professional Development in Sport A: Awareness of self and others  4LMS000X-SA3 |
| 10.4 Understand impact on others. | 96S | 10.4.1 Explain factors that influence impact on others, both positive and negative, and demonstrate a positive impact on others | Recognise the value of dialogue and debate with practising professionals from chosen settings and demonstrate an appreciation of a community of practice approach | Sports Management Experience Dissertation 6LMS2009-KU3 |
| reflect on how a sport organisation may be independently and jointly influenced by micro and macro environmental factors | Creating Business Strategies for Sport 6LMS2007-SA2 |
| 10.5 Manage stress and personal well-being, being confident in knowing core values and drivers. | 97S | 10.5.1 Determine and apply stress management techniques in the workplace to ensure personal well-being | Determine and apply stress management techniques in the workplace to ensure personal well-being | Professional Development in Sport A: Awareness of self and others  4LMS000X-SA3 |
| 98S | 10.5.2 Demonstrate confidence in knowledge of core values and reflect these in own performance. | Appreciate the value of academic learning theory to own experience | Sports Management Experience Dissertation 6LMS2009-KU2 |
| reflect on how a sport organisation may be independently and jointly influenced by micro and macro environmental factors | Creating Business Strategies for Sport 6LMS2007-SA2 |
| use critical reflective practice to rationalise future intentions for continuing professional development. | Sport Experience Learning 5LMS2003-SA3 |
| Management of Self | 11.1 How to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes. | 99K | 11.1.1 Assess a broad range of techniques for managing time | Assess a broad range of techniques for managing time | Professional Development in Sport B: Management of Self  4LMS000X-KU1 |
| 100K | 11.1.2 Review own time management skills and create and implement strategies to improve | create appropriate business strategies for sports organisations | Creating Business Strategies for Sport 6LMS2007-SA1 |
| demonstrate and build upon existing transferable skills | Sports Business Management Research Dissertation 6LMS2006-KU4 |
| 101K | 11.1.3 Evaluate goal setting theories and models | Evaluate goal setting theories and models | Professional Development in Sport B: Management of Self  4LMS000X-KU2 |
| 102K | 11.1.4 Set achievable goals/ objectives for self and monitor progress towards these | apply initiative, application, organisation, and other relevant skills in all aspects of the research process. | Sports Business Management Research Dissertation 6LMS2006-SA4 |
| Set achievable goals/ objectives for self and monitor progress towards these | Professional Development in Sport B: Management of Self  4LMS000X-KU3 |
| 11.2 Create personal development plan, and use widely recognised tools and techniques to  ensure the management of time and pressure  effectively, and prioritisation and strategic alignment of activities. | 103S | 11.2.1 Demonstrate use of time management techniques and tools | apply initiative, application, organisation, and other relevant skills in all aspects of the research process. | Sports Business Management Research Dissertation 6LMS2006-SA4 |
| Demonstrate use of time management techniques and tools | Professional Development in Sport B: Management of Self  4LMS000X-SA1 |
| 104S | 11.2.2 Effectively manage own workload to achieve objectives | evidence the attainment of personal transferable skills and recognise their relevance to enhance future employability | Sport Experience Learning 5LMS2003-SA2 |
| apply initiative, application, organisation, and other relevant skills in all aspects of the research process. | Sports Business Management Research Dissertation 6LMS2006-SA4 |
| Effectively manage own workload to achieve objectives | Professional Development in Sport B: Management of Self  4LMS000X-SA2 |
| 105S | 11.2.3 Align personal development objectives to the organisational strategy | Be aware of the key landmarks (policies, strategies and programmes) that have shaped sports development | Physical Activity and Sport Policy in Practice  4LMS2009–KU1 |
| Appraise the impact of academic and vocational learning upon professional practice in chosen setting | Sports Management Experience Dissertation 6LMS2009-SA1 |
| Critically evaluate their own learning journey and prominence of significant milestones | Sports Management Experience Dissertation 6LMS2009-SA2 |
| Use critical reflective practice to rationalise future intentions for continuing professional development and possible career transitions. | Sports Management Experience Dissertation 6LMS2009-SA4 |
| Align personal development objectives to the organisational strategy | Professional Development in Sport B: Management of Self  4LMS000X-SA3 |
| 106S | 11.2.4 Demonstrate on-going commitment to personal development. | Understand how to select a suitable experience and justify the experience in regards to personal development and career intentions | Sports Management Experience Dissertation 6LMS2009-KU1 |
| Critically evaluate their own learning journey and prominence of significant milestones | Sports Management Experience Dissertation 6LMS2009-SA2 |
| Use critical reflective practice to rationalise future intentions for continuing professional development and possible career transitions. | Sports Management Experience Dissertation 6LMS2009-SA4 |
| relate relevant examples from work experience with principles from professional practice and compare with relevant academic concepts. | Sport Experience Learning 5LMS2003-KU3 |
| Demonstrate on-going commitment to personal development. | Professional Development in Sport B: Management of Self  4LMS000X-SA4 |
| Decision Making | 12.1 How to undertake research, data analysis,  problem solving and decision-making  techniques. | 107K | 12.1.1 Critically evaluate research methods and the types of data generated | demonstrate awareness, understanding and basic evaluation of theoretical methods and approaches used within sports research | Developing an Academic Approach  4LMS0152-KU1 |
| define the role of research as it applies to sports business management | Research Methods for Sports Business Management 5LMS2006-KU1 |
| acquire an in-depth understanding of rigorous research design | Sports Business Management Research Dissertation 6LMS2006-KU1 |
| 108K | 12.1.2 Analyse complex data and draw sensible conclusions | outline and appreciate the techniques used for successful academic study (i.e. research, writing style, referencing, presentations, analysis, statistics) | Developing an Academic Approach  4LMS0152-KU2 |
| implement appropriate micro and macro environmental analysis for a sports organisation | Creating Business Strategies for Sport 6LMS2007-SA3 |
| examine appropriate methods of data collection and analysis | Research Methods for Sports Business Management 5LMS2006-SA3 |
| acquire an in-depth understanding of rigorous research design | Sports Business Management Research Dissertation 6LMS2006-KU1 |
| 109K | 12.1.3 Evaluate and apply problem solving techniques | outline and appreciate the techniques used for successful academic study (i.e. research, writing style, referencing, presentations, analysis, statistics) | Developing an Academic Approach  4LMS0152-KU2 |
| identify and apply appropriate research techniques to sporting themes | Developing an Academic Approach  4LMS0152-SA2 |
| acquire an in-depth understanding of rigorous research design | Sports Business Management Research Dissertation 6LMS2006-KU1 |
| 110K | 12.1.4 Evaluate and apply decision making techniques | outline and appreciate the techniques used for successful academic study (i.e. research, writing style, referencing, presentations, analysis, statistics) | Developing an Academic Approach  4LMS0152-KU2 |
| identify and apply appropriate research techniques to sporting themes | Developing an Academic Approach  4LMS0152-SA2 |
| 12.2 The values, ethics and governance of your organisation. | 111K | 12.2.1 Describe and evaluate the values and ethics of your organisation | Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007- KU1 |
| reflect on how a sport organisation may be independently and jointly influenced by micro and macro environmental factors | Creating Business Strategies for Sport 6LMS2007-SA2 |
| Demonstrate understanding of sports ethics | Exploring Sports Ethics 5LMS0082-KU1 |
| Show awareness of specific ethical concerns within the context of sports | Exploring Sports Ethics 5LMS0082-KU2 |
| Produce evidence of awareness of sports ethics in the 21st century | Exploring Sports Ethics 5LMS0082-SA1 |
| 112K | 12.2.2 Review the impact of the governance of your organisation in terms of the decision making process | Judge how micro and macro environmental factors can influence the development of sports organisations | Creating Business Strategies for Sport 6LMS2007-SA2 |
| Provide evaluative explanations and examples of ethical concerns within the sports context | Exploring Sports Ethics 5LMS0082-SA2 |
| 12.3 Use evidence-based tools and ethical  approaches to undertake problem solving and  critical analysis, synthesis and evaluation to support decision making. | 113S | 12.3.1 Demonstrate the use of evidence-based tools to solve problems | demonstrate awareness, understanding and basic evaluation of theoretical methods and approaches used within sports research | Developing an Academic Approach  4LMS0152-KU1 |
| outline and appreciate the techniques used for successful academic study (i.e. research, writing style, referencing, presentations, analysis, statistics) | Developing an Academic Approach  4LMS0152-KU2 |
| demonstrate evidence of planning, developing and producing a range of academic assessments | Developing an Academic Approach  4LMS0152-SA1 |
| implement appropriate micro and macro environmental analysis for a sports organisation | Creating Business Strategies for Sport 6LMS2007-SA3 |
| Recognise the role of sociological theory in understanding and analysing ethical issues in sports | Exploring Sports Ethics 5LMS0082-KU3 |
| Provide evaluative explanations and examples of ethical concerns within the sports context | Exploring Sports Ethics 5LMS0082-SA2 |
| 114S | 12.3.2 Demonstrate the consistent use of critical analysis, synthesis and evaluation to support decision making | Be able to demonstrate awareness of the concepts that influence sports development practice | Physical Activity and Sport Policy in Practice 4LMS2009-SA2 |
| demonstrate awareness, understanding and basic evaluation of theoretical methods and approaches used within sports research | Developing an Academic Approach  4LMS0152-KU1 |
| outline and appreciate the techniques used for successful academic study (i.e. research, writing style, referencing, presentations, analysis, statistics) | Developing an Academic Approach  4LMS0152-KU2 |
| implement appropriate micro and macro environmental analysis for a sports organisation | Creating Business Strategies for Sport 6LMS2007-SA3 |
| implement appropriate micro and macro environmental analysis for a sports organisation | Creating Business Strategies for Sport 6LMS2007-SA3 |
| Recognise the role of sociological theory in understanding and analysing ethical issues in sports | Exploring Sports Ethics 5LMS0082-KU3 |
| Analyse ethical issues within sports using a sociological approach | Exploring Sports Ethics 5LMS0082-SA3 |
| 115S | 12.3.3 Use ethical approaches in problem solving and decision making. | Demonstrate understanding of sports ethics | Exploring Sports Ethics 5LMS0082-KU1 |
|  | Show awareness of specific ethical concerns within the context of sports | Exploring Sports Ethics 5LMS0082-KU2 |
| Recognise the role of sociological theory in understanding and analysing ethical issues in sports | Exploring Sports Ethics 5LMS0082-KU3 |
| Provide evaluative explanations and examples of ethical concerns within the sports context | Exploring Sports Ethics 5LMS0082-SA2 |
| Analyse ethical issues within sports using a sociological approach | Exploring Sports Ethics 5LMS0082-SA3 |