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

**V16JUL21 MC**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  | **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 organisationalstrategy and plans, including approaches to resourceand supply chain management, workforcedevelopment, sustainability, taking and managingrisk, monitoring and evaluation, and qualityassurance. | **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 Practice4LMS2009-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 andleisure 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 andleisure 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 organisationalstrategies 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 eachof 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 targetsand key performance indicators, manage resources,and monitor and measure outcomes to establishoperational effectiveness, efficiencies andexcellence. | 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 andsafely | 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 andsafely | 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 eachof 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 andsafely | 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 anddata, using a range of interpretation and analyticalprocesses. | 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 benefitanalysis 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 toachieve 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 plansand monitor progress, and provide reports asrequired. | 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 Practice4LMS2009-KU3 |
| 2.5 Proactively identify risk and create plans for theirmitigation. | 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 theorganisation, identifying barriers/ challenges andhow 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 Communities5LMS0080-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, financialmanagement and accounting, and how to providefinancial 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, andlegal 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 andhow 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 producefinancial 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 servicedesign. | 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 todetermine and drive customer service outcomes andimprove 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 Approach4LMS0152-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 tomeet 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 digitaltechnologies and their impact onorganisations, and how their application canbe used for organisational improvement anddevelopment. | 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 Approach4LMS0152-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 Approach4LMS0152-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 impacton data and knowledge management foranalysing 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 andopportunities 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 Approach4LMS0152-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, verbalnon-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 tolarge 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 effectivelistening, influencing techniques, negotiating andpersuasion. | 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 usingoral, 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 presentactions 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 thedynamics 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 usingcoaching 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, highperformance 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 andsupporting 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 Industry6LMS0001-KU1 |
| Managing People | 8.1 How to recruit, manage and develop people, usinginclusive 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 ensurelegal requirements, health and safety, and wellbeingneeds. | 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 Industry6LMS0001-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 toimprove 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 andmonitor 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 Industry6LMS0001-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 Industry6LMS0001-SA1 |
| Collaborative Relationships | 9.1 Approaches to stakeholder, customer andsupplier management, developingengagement, facilitating cross functionalworking 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 asapproaches to conflict management anddispute resolution. | 81K | 9.2.1 Explain methods for shaping common purpose | recognise and explain methods for shaping common purpose | Leading People in the Sports Industry6LMS0001-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 andmaintain relationships with people from a range ofcultures, 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 tohave challenging conversations and giveconstructive 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 Industry6LMS0001-SA3 |
| 9.6 Work collaboratively with internal and externalcustomers 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 recognisedifferent 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 others4LMS000X-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 others4LMS000X-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 others4LMS000X-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 others4LMS000X-KU1 |
| 10.3 Reflect on own performance, identifyingand acting on learning and developmentneeds. | 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 others4LMS000X-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 others4LMS000X-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 others4LMS000X-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 Self4LMS000X-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 Self4LMS000X-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 Self4LMS000X-KU3 |
| 11.2 Create personal development plan, and use widely recognised tools and techniques toensure the management of time and pressureeffectively, 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 Self4LMS000X-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 Self4LMS000X-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 Practice4LMS2009–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 Self4LMS000X-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 Self4LMS000X-SA4 |
| Decision Making | 12.1 How to undertake research, data analysis,problem solving and decision-makingtechniques. | 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 Approach4LMS0152-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 Approach4LMS0152-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 Approach4LMS0152-KU2 |
| identify and apply appropriate research techniques to sporting themes | Developing an Academic Approach4LMS0152-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 Approach4LMS0152-KU2 |
| identify and apply appropriate research techniques to sporting themes | Developing an Academic Approach4LMS0152-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 ethicalapproaches to undertake problem solving andcritical 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 Approach4LMS0152-KU1 |
| outline and appreciate the techniques used for successful academic study (i.e. research, writing style, referencing, presentations, analysis, statistics) | Developing an Academic Approach4LMS0152-KU2 |
| demonstrate evidence of planning, developing and producing a range of academic assessments | Developing an Academic Approach4LMS0152-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 Approach4LMS0152-KU1 |
| outline and appreciate the techniques used for successful academic study (i.e. research, writing style, referencing, presentations, analysis, statistics) | Developing an Academic Approach4LMS0152-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 |