

Academic & Student Support Services
Academic Registrar
Simon Wright LLB
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Cofrestrydd Academaidd
Simon Wright LLB



Sent by email to tom.redman@durham.ac.uk

02 September 2015

Dear Professor Redman,

Re: Institutional Response: External Examiner Annual Report 2014 – 2015

I am writing further to the receipt of your External Examiner's Report for the BSc in Business Management (Human Resource Management).

Your Report has been considered by the School in accordance with our approved procedures. I am, therefore, now in a position to respond on behalf of the Vice-Chancellor to the main points you had raised.

Issue(s) Highlighted:

1. Further consideration of increasing the HRM element within the degree;
2. Use of the full range of marks to reward the very top students;
3. Explanation of the theoretical, methodological etc. rationale for the exam section splits;
4. The small number of under-performing tail of students on many modules that have difficulty in expressing their ideas and arguments clearly in sufficient depth and with little critical analysis.

The following response has been provided on behalf of the School:

1. The 'degree' of specialism is the same in each of the pathways of the BSc Business Management programme so your comments will be considered within the ongoing review of the Business Management programmes which is (amongst other things) reviewing the content and nature of the pathways.
2. This feedback will be disseminated to module leaders via the Board of Study. The suggestion will also be fed back to the Director of Assessment & Feedback for consideration at School Level.
3. Your comment will be considered by the programme team at the Board of Study in October.
4. Your comments will be considered by the programme team at the Board of Study in October to see if/how students struggling with the critical approach can be better supported.

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The University is pleased to note your positive comments including:

1. Your positive indications regarding the programme structure, academic standards and assessment process;
2. Your particular indication that a number of developments of the CARBS HR degree look to be producing effective outcomes and have potential to improve students' employability levels and your related observation that the one semester placements look to be a good practice.

As this is your final year as External Examiner, we would like to thank you for your service and for your continued support of the programme. We are most grateful for your valuable input into this process.

In order to meet the expectations of the QAA Quality Code, both the External Examiner Annual Report and this Institutional Response will be published on the University Student Intranet and will be available to all students and staff.

The University's provision of the formal Institutional Response is not intended to constrain direct communication between schools and their External Examiners. Schools are encouraged to discuss with their External Examiners any matters of detail raised in their Reports and, more widely, any issues impacting on the quality and standards of awards, including possible changes to programmes.

We are most grateful for your comments and for your support in this matter.

Yours sincerely,



Mr Simon Wright
Academic Registrar