

## ACTION PLAN IN RESPONSE TO FEEDBACK ON THE STUDENT EXPERIENCE: SESSION 2011-12

### Management Division

#### Preface

The Management curriculum at UG and PG have recently been reviewed and redesigned. The changes, as a response to student feedback are predicted to have a positive impact on satisfaction both overall and across the facets. The action plan will be updated once PG programme reviews have taken place.

Aspect	Progress with actions in response to 2010-11 feedback and indication of impact	Issues raised in 2011-12 feedback	Planned response in 2012-13
<b>Overall satisfaction</b>	<p>At undergraduate level, a 'Post it' note feedback exercise was implemented with returning students and results were fed back to the division / programme team as well as via the SSF.</p> <p>Increased contact with student representatives by DDSE was offered by way of invitations to meet after each set of exam results to discuss progress and issues. The take up of this was low.</p>	<p><b>UG Finalists</b>                      NSS scores are excellent:                      Management (95%)                      Management with Marketing (100%)  <i>LUBS average (90%)</i>                      We are ranked first for our subject in the Russell Group.</p> <p>Aspects of overall satisfaction across programme portfolio:                      Green (8)                      Amber (4)                      Red (none)</p> <p>Of the ambers, one cluster is identified:                      assessment and feedback (2)</p> <p><b>UG Second Years</b>                      Management (70%)                      Management with Marketing (82%)                      Economics and Management (91%)</p>	<p><b>UG Finalists</b>                      Maintain the excellent levels of student satisfaction. The current finalists are the only cohort not to have a Head of Year and so attention will need to be given to their support e.g. arrange a social event, run a "we are listening" event to collect feedback on their experience in semester 1.</p> <p><b>UG Second Years</b>                      A Head of Second Year (HoSY) is in place for the first time in 2012/3. The second years on Geography &amp; Management in 12/13 will be</p>

		<p>Accounting and Management (67%)  Geography &amp; Management (50%).  <i>LUBS average (79%)</i></p> <p>Economics &amp; Management showed an improvement. Other programmes were no change or declined since last survey. At the aspect level, Geography and Management and Economics and Management showed improvements in every aspect, and Management and Management with Marketing showed improvements in five of six aspects.</p> <p>Health check across programme portfolio (aspects of overall satisfaction):  Green (9)  Amber (14)  Red (7)</p> <p>Of the reds, two clusters are identified – the Geog &amp; Management programme (4) and assessment &amp; feedback (3)</p> <p>Of the ambers, three clusters are identified: teaching (4), academic support (4) and personal development (3)</p> <p><b>UG First Years</b>  Management (80%)  Management with Marketing (70%)  Economics and Management (90%)  Accounting and Management (100%)</p>	<p>parented by LUBS and will be supported by the Head of Year. Management students will also benefit from the support of HoSY for the first time. The HoSY will provide support for personal development, and academic support where appropriate.</p> <p>See action under ‘assessment &amp; feedback’</p> <p><b>UG First Years</b>  Review the success of the two new modules on the MwM programme (Personal Tutorials for Marketing, and Foundations of Marketing) and their subsequent impact on</p>
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		<p>Geography &amp; Management (100%). <i>LUBS average (87%)</i></p> <p>Management, and Geography and Management showed improvements, but other programmes no change or decline since last survey. At the aspect level, Management, and Accounting and Management improved in every aspect.</p> <p>Health check across programme portfolio (aspects of overall satisfaction) Green (14) Amber (9) Red (2)</p> <p>The reds were both on a single programme: Economics &amp; Management.</p> <p>Of the ambers, one cluster is identified: The assessment and feedback (3)</p> <p><b>PG</b> Organisational Psychology OP (83%) Management (80%) <i>LUBS average (81%)</i></p> <p>Health check across programme portfolio (aspects of overall satisfaction) Green (7) Amber (4) Red (1)</p>	<p>programme satisfaction.</p> <p>See action under 'assessment &amp; feedback'</p> <p><b>PG</b> Professional Development Tutor appointed for 12/13</p>
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		<p>The assessment and feedback aspect accounted for the red, and one of the ambers. The other ambers related to OP – learning resources, and organisation and management and to Management – teaching.</p>	<p><b>General</b> Establish a divisional student education group to develop and review SE strategy and to share good practice.</p> <p>Divisional members to be encouraged and supported to attend SE conferences</p>
<p><b>Teaching</b></p>	<p>In response to specific module feedback, some staff changes were made to allow for revision of the modules concerned. Personal development was addressed via SRDS process.</p> <p>Guest lectures and external input was extended in co-operation with the Global Employability Team and by individual staff. During the year a number of Professional Development Tutors were recruited. PDTs are embedded within Divisions. There is one PDT for Management shared with Economics.</p> <p>Research based staff continue to be involved in informing and supporting the delivery and articulation of research in class settings. The LUBS 'Building the Academy' initiative was</p>	<p><b>UG Finalists</b> Average satisfaction 88.5% which is above the LUBS average and an improvement on previous year.</p> <p><b>UG Second Years</b> Satisfaction with teaching ranged from 75-83% on all five programmes. Three programmes are below LUBS average, two have improved since previous year.</p> <p>Green (Acc &amp; Mgt) Amber (Mgt, MwM, Eco&amp;Mgt, Geog &amp;Mgt) Red (none)</p>	<p><b>UG Finalists</b> Make preparations for launch of dissertation module in 2013 – encourage current second years to consider their dissertation topic in March 2013. Pilot a Management Consulting Project module for finalists. Design a new core module on Leadership.</p> <p><b>UG Second Years</b> Explore ways of increasing interest and intellectual stimulation on second year modules in all programmes: Provide/increase choice by increasing option modules. Design a new commercial awareness module for Management programme. Align curricula so that second years studying</p>

	<p>launched this year, and is another useful driver for developing research led teaching.</p> <p>Work with the elearning team to further develop the use of the VLE and evaluate the use of complementary tools such as Twitter / Facebook is ongoing.</p> <p>It was hoped to pilot an audio feedback project in collaboration with the elearning / blended learning groups. Although a pilot did not take place, a report was produced which outlined issues to consider when using audio feedback in place of written feedback.</p> <p>Members of the Division continue to participate in the RAISE.Business network at LUBS.</p>	<p><b>UG First Years</b> Satisfaction with teaching ranged from 67-100%. Three are above LUBS average, two have improved since previous survey.</p> <p>Green (Mgt, Eco&amp;Mgt, Acc&amp;Mgt) Amber (MwM, Geog&amp;Mgt)</p> <p><b>PG</b> Management 76% OP 83%</p>	<p>Management study the same core (currently variations)</p> <p><b>UG First Years</b> Explore ways of increasing intellectual stimulation in first year modules, particularly Management with Marketing and Geography &amp; Management: Design a new Global Management Challenges module in first year to inspire and stimulate thinking and to increase professorial contact. Design a core module in decision making. Monitor success of introduction of core Marketing module - new for 2012 MwM entrants.</p> <p><b>PG</b> Continue to increase interest and intellectual stimulation, particularly in MSc Management. Investigate possibility of a non-BPS-accredited route for MSc OP to attract students with a business background (currently restricted to psychology graduates) Design new option modules so that informal "pathways" can be selected.</p> <p><b>General</b> Formally recognise/reward outstanding contributions to teaching made by colleagues in the division.</p>
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			Set up a new fund for enhancing the Management student education experience (SEED) which can be used to recompense external speakers, arrange visits, buy materials etc.
<b>Assessment and feedback</b>	<p>Seminar content and assessment of LUBS1090 Personal Tutorial Modules was enhanced to emphasise the opportunities for and use of feedback.</p> <p>Monitor the turnaround times in assessments to identify areas where assessment method changes could provide more / more timely feedback to students.</p> <p>Specific 'feedback' areas/links were created on all core first year modules on the module VLE page. As a minimum, the area included a document outlining all the opportunities for feedback on the module, assessment deadlines, and dates by which tutor feedback would be received.</p> <p>It was planned to increase the proportion of PG students applying for and using projects with companies. There was a small increase.</p>	<p><b>UG Finalists</b> Average satisfaction 67.5% which is very close to the LUBS average and is an improvement from previous year. Both programme areas were amber.</p> <p><b>UG Second Years</b> Satisfaction ranged from 33-80%. Three programmes were above the LUBS average. Four of the five programmes improved from the previous year.</p> <p>Green (Geog &amp; Mgt) Amber (MwM) Red (Mgt, Eco&amp;Mgt, Acc&amp;Mgt)</p> <p>Although three programmes are red overall, there are some very positive findings in the detailed analysis. For example, Geography and Management saw overwhelming improvements in feedback satisfaction: +75 percentage points for promptness +25 written comments +25 clarifying things not understood Management with Marketing: +19 promptness +28 written comments</p>	<p><b>UG Second Years</b> Investigate reasons for low satisfaction using student focus groups, particularly those from Management and Economics &amp; Management, liaising and working with Economics division where appropriate.</p> <p>Ensure that new programme design spreads the assessment load more evenly across the second year.</p>

		<p>+32 clarifying things not understood.  Management:  +27 percentage points for written comments  +8 for clarifying things not understood  ...but -8 for promptness  Economics &amp; Mgt also saw improvements of around +20.</p> <p><b>UG First Years</b>  Satisfaction ranged from 38-81%. Four of the five programmes were well above the LUBS average. For LUBS programmes with large student numbers, Management is first for feedback satisfaction in first year.</p> <p>Green (Geog &amp; Mgt)  Amber (Mgt – 1% off green, MwM, Acc&amp;Mgt)  Red (Eco &amp; Mgt).</p> <p>Geography &amp; Management and Management programmes achieved notable improvements in feedback satisfaction:  Geog &amp; Mgt:  +63 percentage points for promptness  +75 written comments  +13 clarifying things not understood.  Management:  +20 promptness  +16 written comments  +2 clarifying things not understood  Low overall Eco&amp;Mgt score is attributable to low score on feedback promptness.</p>	<p><b>UG First Years</b>  Continue to build on success of activities in Personal tutorial module re. feedback dialogue/recognising and using feedback.</p> <p>Investigate reasons for low satisfaction on Eco&amp;Mgt by way of focus group and discussion with Economics Division.</p> <p>Share good feedback practice from Geog&amp;Mgt, MwM and Mgt and from first year to second year.</p> <p>Review curriculum so that assessment bottlenecks are avoided where possible.</p>
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<p><b>Academic support</b></p>	<p>Final year UG involvement in the current PG level student clubs was promoted. Take up was low, but the most popular group was IT and Consulting.</p> <p>DDSE attended returners meetings and used the post it note exercise to gain feedback and emphasise the use of it to develop the provision.</p> <p>Routes for support and access to staff was</p>	<p><b>UG Finalists</b> Average satisfaction was 83%, higher than the LUBS average.</p> <p><b>UG Second Years</b> Satisfaction ranged from 50-79%. Three programmes were above the LUBS average and three of the five programmes had improved on previous year.</p> <p>Green (none)</p>	<p><b>UG Second Years</b> Head of Second Year in place for the first time 2012/3 (see action under 'overall satisfaction')</p>



	<p>promoted via the VLE, initial lectures on all modules and via module handbooks.</p> <p>An additional Head of Year was recruited so there is now a Head of First Year and Head of Second Year in place for 12/13.</p>	<p>Amber (Mgt, MwM, Eco&amp;Mgt, Acc&amp;Mgt) Red (Geog &amp; Mgt)</p> <p><b>UG First Years</b> Satisfaction ranged from 70-91%. Three programmes were above the LUBS average and three of the five programmes had improved on previous year.</p> <p>Green (Mgt, Geog&amp;Mgt, Acc&amp;Mgt) Amber (MwM, Eco&amp;Mgt) Red (none)</p> <p><b>PG</b> Management 83% OP 90% Both above the LUBS average</p>	<p><b>UG First Years</b> New Head of First Year has been appointed for 2012/3.</p> <p>Continue to build on the success of personal tutorial module.</p> <p><b>PG</b> Professional Development Tutor appointed for 12/13.</p> <p><b>General</b> Colleagues to advertise availability hours as “academic support hours” and students to be reminded of opportunities to obtain formative feedback during the course of modules.</p>
<p><b>Organisation and management</b></p>	<p>Central initiatives continue to be supported.</p>	<p><b>UG Finalists</b> Average satisfaction was 90.5%, higher than the LUBS average and an improvement on the previous year.</p>	

		<p><b>UG Second Years</b> Satisfaction ranged from 67-100%. Three programmes were above the LUBS average and three of the five programmes had improved on previous year.</p> <p>Green (MwM, Eco&amp;Mgt, Acc&amp;Mgt) Amber (Mgt, Geog &amp; Mgt)</p> <p>Acc&amp;Mgt 100% satisfied with all 3 aspects</p> <p>There was a notable fall in satisfaction e.g. Geog &amp; Management: -25 percentage points timetable working effectively -25 changes in programme/teaching communicated <i>But</i> +25 programme well organised</p> <p><b>UG First Years</b> N/A</p> <p><b>PG</b> Management 85% OP 67%</p>	<p><b>UG Second Years</b> Working with LUBS UG Office, ensure good communication with School of Geography to reduce risk of timetable clashes and to ensure co-ordinated communication with students with regards to changes.</p> <p><b>General</b> Set up Divisional Student Education Group and meet monthly.</p> <p>Continue to work effectively with colleagues in UG and PG offices</p>
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			Investigate viability of a new role - JH link/personal tutor for the division.
<p><b>Learning resources</b></p>	<p>Final year UG involvement in the current PG level student clubs was promoted. Take up was low, but the most popular group was IT and Consulting.</p> <p>The use of external speakers to support CE threads was extended e.g. LUBS3890, LUBS3070, LUBS1150, LUBS3050.</p>	<p><b>UG Finalists</b> Average satisfaction was 83%, lower than the LUBS average.</p> <p><b>UG Second Years</b> Satisfaction ranged from 58-100%. Four programmes were above the LUBS average and four of the five programmes had improved on previous year.</p> <p>Green (Mgt, MwM, Eco&amp;Mgt, Acc&amp;Mgt) Amber (none) Red (Geog &amp; Mgt)</p> <p>Notable increases satisfaction: Access to equipment/facilities: +45 (Econ&amp;Mgt) +23 (Mgt) +20 (Acc&amp;Mgt) IT +25 (Econ &amp; Mgt)</p> <p><b>UG First Years</b> Satisfaction ranged from 67-95%. Three programmes were above the LUBS average and three of the five programmes had improved on previous year.</p> <p>Green (MwM, Eco&amp;Mgt, Acc&amp;Mgt) Amber (Mgt, Geog &amp; Mgt) Red (none)</p> <p>Notable increases satisfaction:</p>	<p><b>UG Second Years</b> Investigate reasons for particularly low satisfaction for Geog &amp; Mgt by way of focus group.</p>

		<p>Access to equipment/facilities:  +20 (Mgt)  IT  +14 (Mgt) +17 (Acc&amp;Mgt)  Library  +20 (Econ&amp;Mgt)</p> <p><b>PG</b>  Management 94%  OP 75%</p>	<p><b>General</b>  Continue to develop engagement with VLE</p> <p>Promote availability of LUBS cluster to UG students and monitor student satisfaction as a result of the LUBS computer cluster being opened up to UG</p> <p>Continue to signpost students to campus resources e.g. Library/Careers</p>
<p><b>Personal development</b></p>	<p>An additional Head of Year was recruited so there is now a Head of First Year and Head of Second Year in place for 12/13.</p> <p>The LUBS Student Experience Fund provides Programme Directors with a budget that can be used for speakers, events etc.</p>	<p><b>UG Finalists</b>  Average satisfaction was 85.5% which is above the LUBS average.</p>	<p><b>UG Finalists</b>  The current finalists are the only cohort not to have a Head of Year and so attention will need to be given to their support e.g. arrange a social event, run a “we are listening” event to collect feedback on their experience in semester 1</p>

	<p>Improve and develop links in the postgraduate modules to the key skills which will provide support for employability and personal development. This was done e.g. speakers on the MSc Management Consulting module.</p> <p>Leeds for Life is now being used with students on MSc Management.</p>	<p><b>UG Second Years</b> Satisfaction ranged from 45-75%. Three programmes equalled or exceeded the LUBS average and three of the five programmes had improved on previous year.</p> <p>Green (none) Amber (Mgt, MwM, Eco&amp;Mgt) Red (Geog &amp; Mgt, Acc&amp;Mgt)</p> <p>Notable falls in satisfaction Acc&amp;Mgt -100 received support for personal dvmt</p> <p><b>UG First Years</b> Satisfaction ranged from 60-90%. Four programmes were above the LUBS average and four of the five programmes had improved on previous year.</p> <p>Green (Mgt, Geog &amp; Mgt, MwM, , Acc&amp;Mgt) Amber (none) Red (Eco&amp;Mgt)</p> <p>Notable improvements in satisfaction Geog &amp; Management</p>	<p>Increase engagement with Leeds for Life</p> <p>Pilot a Management Consulting Project module for finalists.</p> <p><b>UG Second Years</b> Head of Second Year in place for the first time 2012/3</p> <p>Increase engagement with Leeds for Life.</p> <p>Design a new commercial awareness module for second year students.</p> <p><b>UG First Years</b> New Head of First Year has been appointed for 2012/3</p> <p>Continue to build on the success of personal tutorial module</p> <p>Maintain high engagement with Leeds for Life.</p> <p>Investigate reasons for fall in satisfaction on Econ&amp;Mgt – share good practice from Geog</p>
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		<p>+50 received support for personal dvmt</p> <p>Notable falls in satisfaction Econ &amp;Mgt</p> <p>-40 received support for personal dvmt</p> <p><b>PG</b> Management 81% OP 83% Both are well above the LUBS average</p>	<p>&amp; Mgt.</p> <p><b>PG</b> Professional Development Tutor appointed for 12/13 assisting in the delivery of a new professional development/practice module.</p> <p>Increase engagement with Leeds for Life and evaluate success.</p>
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