

## Faculty Advisor's Annual Review Report

This report is to be completed by the relevant Faculty Advisor, in conjunction with the Programme Director where appropriate.

In order to complete the report, please find attached:

- Core Course Outlines
- Previous Faculty Advisor Report and Action Points
- QAA Framework for Higher Education Qualifications
- QAA Subject Benchmark Statements

<b>Year of Review</b>	2017-2018 (Sloan 2017 core courses)
<b>Programme</b>	Sloan MSc in Leadership and Strategy
<b>Academic Director</b>	Paolo Surico
<b>Programme Director</b>	Shona Macfarlane

<b>Overview of Core Courses</b>			
<b>Course Title</b>	<b>Credit</b>	<b>Grading (i.e. Pass/Fail or letter)</b>	<b>Degree/ Programme Requirement</b>
Biography	0.5	Pass/Fail	Degree
Challenges in Corporate Governance	0.5	Graded	Degree
Corporate Finance	1.5	Graded	Degree
Executive Leadership	0.5	Pass/Fail	Degree
Global Business Environment	1	Graded	Degree
Management Accounting	0.5	Graded	Degree
Managing People and Organisations	1	Graded	Degree
Marketing Management	1	Graded	Degree
Strategy	1	Graded	Degree
Understanding Top Management	0.5	Pass/Fail	Degree
SloanFEST International Assignment	1	Graded	Programme

STATISTICAL INFORMATION			
<b>Programme Admissions Information</b>			
	2015	2016	2017
Target	60	56	57
Intake	56	57	62
<b>Total</b>			
<b>Completion Data</b>			
	2015	2016	2017
No of completed students	55	56	61
No of withdrawals	1	1	1
<b>Total</b>			
<b>Reason for Withdrawal</b>			
	2015	2016	2017
Academic failure	0	0	0
Ill health	0	1	0
Unknown	0	0	0
Other	1	0	1
<b>Total</b>	1	1	1
<b>Grading Range Data</b> <i>See appended data</i>			
See Appendix 1			
<b>Course Failure Data</b> <i>See appended data</i>			
See Appendix 2			
<b>Comments on the above</b> E.g. Any significant trends/concerns/positive/general observations?			

COURSE EVALUATIONS			
<b>Reflecting on Previous Academic Year</b>			
Course Title	Biography	Credit	.5
Name of Lecturer(s)	Nigel Nicholson		
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>			Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1b. If yes, please comment on what these were			
<b>2a. Have there been any updates to the assessment for this course?</b>			Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
2b. If yes, please comment on what these were			

<b>3. Please evaluate the course against the following criteria:</b>			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No
c. Are the assessment instruments selected appropriate?	Yes	X	No
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>			
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>			

<b>COURSE EVALUATIONS</b>			
<b>Reflecting on Previous Academic Year</b>			
<b>Course Title</b>	Challenges in Corporate Governance	<b>Credit</b>	.5
<b>Name of Lecturer(s)</b>	Harry Korine		
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>		Yes	No
		X	X
1b. If yes, please comment on what these were			
<b>2a. Have there been any updates to the assessment for this course?</b>		Yes	No
		X	X
2b. If yes, please comment on what these were			
<b>3. Please evaluate the course against the following criteria:</b>			
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)			
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No
c. Are the assessment instruments selected appropriate?	Yes	X	No
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>			
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>			

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
<b>Course Title</b>	Corporate Finance	<b>Credit</b>	1.5	
<b>Name of Lecturer(s)</b>	James Dow			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>			Yes	No
1b. If yes, please comment on what these were			<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>2a. Have there been any updates to the assessment for this course?</b>			Yes	No
2b. If yes, please comment on what these were			<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3. Please evaluate the course against the following criteria:</b>				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?			Yes	No
b. Is the course effective in meeting its stated aims and learning outcomes?			<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Are the assessment instruments selected appropriate?			<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Does the assessment strategy remain appropriate for a variety of learners?			<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Is the module contributing fully to specialist and generic skills development?			<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Are you satisfied that the course overall is of '7'-level standard*?			<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
<b>Course Title</b>	Executive Leadership	<b>Credit</b>	.5	
<b>Name of Lecturer(s)</b>	Randall Peterson			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>			Yes	No
1b. If yes, please comment on what these were			<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>2a. Have there been any updates to the assessment for this course?</b>			Yes	No
2b. If yes, please comment on what these were			<input checked="" type="checkbox"/>	<input type="checkbox"/>
Team Contract (20%) – group assignment				
Personal Development plan (80%) - individual assignment				
<b>3. Please evaluate the course against the following criteria:</b>				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?			Yes	No
			<input checked="" type="checkbox"/>	<input type="checkbox"/>

b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No	
c. Are the assessment instruments selected appropriate?	Yes	X	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No	
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>				

<b>COURSE EVALUATIONS</b>				
<b>Reflecting on Previous Academic Year</b>				
<b>Course Title</b>	Global Business Environment	<b>Credit</b>	1	
<b>Name of Lecturer(s)</b>	Andrew Scott & Lucrezia Reichlin			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>		Yes	x	No
1b. If yes, please comment on what these were				
<p>-converse knowledgeably about the major macro issues of the day; understand key macroeconomic data and variables</p> <p>-understand the linkages between economic and financial variables and the interplay between them;</p> <p>-be aware of the corporate implications of macroeconomic change</p>				
<b>2a. Have there been any updates to the assessment for this course?</b>		Yes		No
2b. If yes, please comment on what these were				
<ul style="list-style-type: none"> <li>- Video (25%) group assignment</li> <li>- Final exam (75%), individual assignment</li> </ul>				
<b>3. Please evaluate the course against the following criteria:</b>				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No	
c. Are the assessment instruments selected appropriate?	Yes	X	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No	
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>				



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Reflecting on Previous Academic Year				
<b>Course Title</b>	Management Accounting	<b>Credit</b>	.5	
<b>Name of Lecturer(s)</b>	Francesca Franco			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>			Yes	X
1b. If yes, please comment on what these were Estimating cost behavior and cost-volume-profit analysis • Limitations of traditional costing systems • Overhead allocation methods and activity-based costing • Budgeting, standard costing and profit variance analysis • Organizational interdependence and transfer pricing methods • Managerial incentive design and performance evaluation				
<b>2a. Have there been any updates to the assessment for this course?</b>			Yes	X
2b. If yes, please comment on what these were Class participation 10%, individual Group assignment 20% Final exam 70%, individual				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No	
c. Are the assessment instruments selected appropriate?	Yes	X	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No	
4. Where you have answered 'no' to question 3, please identify any corrective action:				
5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
<b>Course Title</b>	Managing People and Organisations	<b>Credit</b>	1	
<b>Name of Lecturer(s)</b>	Herminia Ibarra			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>			Yes	X
1b. If yes, please comment on what these were improved your ability to diagnose and analyse common leadership challenges faced by individuals (including yourself), teams, and organisations; • learned tools and frameworks for leading diverse groups of people in different contexts and organisations; • practiced and honed these skills via cases and exercises and reflections, in the safe and challenging environment of a Sloan class; • developed greater confidence in yourself as a leader. • crafted career strategies for further developing and exercising leadership after you leave Sloan				

<b>2a. Have there been any updates to the assessment for this course?</b>	Yes	X	No	
2b. If yes, please comment on what these were				
Class participation, 20%, individual Concept application paper, 40%, individual Final case analyses, 40%, individual				
<b>3. Please evaluate the course against the following criteria:</b>				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No	
c. Are the assessment instruments selected appropriate?	Yes	X	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No	
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>				

<b>COURSE EVALUATIONS</b>				
<b>Reflecting on Previous Academic Year</b>				
<b>Course Title</b>	Marketing Management	<b>Credit</b>	1	
<b>Name of Lecturer(s)</b>	David Arnold			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>				
1b. If yes, please comment on what these were				
<ul style="list-style-type: none"> <li>Apply a market perspective to strategy development</li> <li>Contribute to making your organisation market-oriented</li> <li>Analyse marketing challenges and formulate plans in response</li> </ul> (removal of Understand key concepts and decision options in marketing)				
<b>2a. Have there been any updates to the assessment for this course?</b>				
2b. If yes, please comment on what these were				
<b>3. Please evaluate the course against the following criteria:</b>				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No	
c. Are the assessment instruments selected appropriate?	Yes	X	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No	



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f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Strategy	Credit	1	
Name of Lecturer(s)	Jessica Spungin			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1b. If yes, please comment on what these were				
<b>2a. Have there been any updates to the assessment for this course?</b>	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
2b. If yes, please comment on what these were				
3. Please evaluate the course against the following criteria:				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
a. Are the assessment instruments selected appropriate?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
b. Does the assessment strategy remain appropriate for a variety of learners?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
c. Is the module contributing fully to specialist and generic skills development?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
d. Are you satisfied that the course overall is of '7'-level standard*?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>				

COURSE EVALUATIONS				
Reflecting on Previous Academic Year				
Course Title	Understanding Top Management	Credit	.5	
Name of Lecturer(s)	Dominic Houlder			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1b. If yes, please comment on what these were				



<b>2a. Have there been any updates to the assessment for this course?</b>	Yes		No	X
2b. If yes, please comment on what these were				
<b>3. Please evaluate the course against the following criteria:</b>				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No	
c. Are the assessment instruments selected appropriate?	Yes	X	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No	
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				
<b>5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):</b>				

<b>COURSE EVALUATIONS</b>				
<b>Reflecting on Previous Academic Year</b>				
<b>Course Title</b>	SloanFEST International Assignment	<b>Credit</b>	1	
<b>Name of Lecturer(s)</b>	Gabrielle Adams			
<b>1a. Have there been any updates to the curriculum/learning outcomes for this course?</b>	Yes		No	X
<b>2a. Have there been any updates to the assessment for this course?</b>	Yes	X	No	
2b. If yes, please comment on what these were				
The same assessments as last year however different %s of the overall grade: 1 page company briefing (group) 33.3% Participation 33.3% Reflection paper (individual) 33.3%				
<b>3. Please evaluate the course against the following criteria:</b>				
(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)				
a. Do the course's stated aims and intended learning outcomes remain appropriate?	Yes	X	No	
b. Is the course effective in meeting its stated aims and learning outcomes?	Yes	X	No	
c. Are the assessment instruments selected appropriate?	Yes	X	No	
d. Does the assessment strategy remain appropriate for a variety of learners?	Yes	X	No	
e. Is the module contributing fully to specialist and generic skills development?	Yes	X	No	
f. Are you satisfied that the course overall is of '7'-level standard*?	Yes	X	No	
<b>4. Where you have answered 'no' to question 3, please identify any corrective action:</b>				

5. Are there any additional comments you would like to make on this course? (e.g. aspects of good practice):

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### EXTERNAL EXAMINERS REPORTS

#### Comments and School Response to External Examiner Reports

*Report section to be completed by QA Team*

Refer to summaries of 2016/17 and 2017/18 External Examiners Annual Reports' presented to APC (05.02.18 and 12.11.18) for collated External Examiner comments and School responses.

## SUMMARY PROGRAMME EVALUATION

### Previous Faculty Advisor Report Actions

***Please comment on whether the previous year's action plan was addressed and implemented.***

The Sloan programme completed its annual review in Spring 2017. The proposals have been implemented in 2017-18 for the Sloan 2018 class and are as follows:

- *Developed refined and strengthened programme positioning*  
 Programme brand now has LBS more clearly in the branding – LBS Sloan Masters in Leadership & Strategy, and have aimed to reaffirm Sloan's position as the only full one year specialist masters in this area for senior global professionals with significant experience. The average work experience has increased to its highest at 19 in 2018 which also saw its 2<sup>nd</sup> largest class size of 64.
- *Developed three key themes of the core – leadership, strategy and quant themes*  
 This has been fully implemented with the 10 core courses being placed under these 3 themes.
- *Core course amendments including expanding strategy offering*  
 Sloan 2018 class have an additional 5 credits in strategy as the Corporate Governance course become 10 credits and is titled Corporate Governance and Stakeholder Relations. The Corporate Finance course was reduced from 15 to 10 sessions, however with a two session bootcamp added on excel and stats. Accounting covered managerial and financial accounting, and there was an 5 session non credited pre-course (Accounting Part 1) which students with relevant qualifications could receive a waiver from.
- *All course content and titles made relevant to Sloan*  
 Three course titles changed to be more relevant – Leading People and Organisations, The Global Corporate Agenda and Leading the Market Driven Organisation. Content was considered too. Some faculty teaching for the first time in 2018 are further tweaking content for the next year.
- *Core takes place in final term which removed the fast track 7 month option*  
 The final core took place over Sept – Oct 2018.
- *Appropriate elective access checked with the core course changes*  
 Sloan students have access to over 65 electives. Access to Accounting and Finance electives moved to their final term only.

### Programme Summary

**Based on your report, please comment on the health of the programme overall, assessing the cumulative impact of any development and/or any relevant wider changes within the programme (or School). You may also wish to comment on future enhancements:**

*You might find it useful to consider, feedback from students, feedback from External Examiners, developments within the subject areas, changes in Faculty, market or employer demands, changes in student profile.*

The Sloan 2018 class has 64 students, the 2<sup>nd</sup> highest class, size wise, with over 19 years work experience so the student profile is at its most senior it has been. There is still diversity within the class in terms of over 20 nationalities, variety of backgrounds and industries.

The programme changes as part of the review have widely been received well by the Sloan 2018 class. The students are in their final term (Autumn 2018) so more information/feedback will be available in the next report on the overall experience of this class. The students have requested more links between the courses (the red thread) so this is something the faculty, with programme office support we are looking to implement for the Sloan 2019 class.

In addition the Sloan class also now have a choice of global experiential trip (GBA) with the EMBA student.

which gives more variety in offering and also the opportunity to network with their executive level peers.

The Sloan 2018 class have also had an enhanced leadership and professional skills provision, with skills sessions and leadership coaching during the programme. This will move to a more integrated curriculum for the Sloan 2019 class, and will include careers skills too.

### Programme Evaluation:

#### Please evaluate the programme against the following criteria:

*(It may be useful to refer to the attached Subject Benchmark Statement and the QAA Framework for Higher Education Qualifications if required)*

Are you satisfied that the content of the curriculum is relevant to the stated learning outcomes for the programme?	Yes	X	No	
Are you satisfied that students completing these core courses will obtain a sufficient grounding in their subject?	Yes	X	No	
Are you satisfied that the programme meets the criteria specified in the Subject Benchmark Statement?	Yes	X	No	
Are you satisfied that the students completing these core courses are working at M-Level standard towards the relevant named award?	Yes	X	No	

#### Where you have answered 'no' to question any of the above, please identify any corrective action

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### SIGN OFF

ACADEMIC DIRECTOR	Paolo Surico
DATE	

### ACTION PLAN

*Please outline any actions arising from the report*

Action	Owner	Deadline
<p><b>Academic</b></p> <ul style="list-style-type: none"> <li>-Faculty piloting integrated class/course session in Sloan 2019 programme</li> <li>-Faculty increasing number of links that can be made between courses by sharing cases, videos, frameworks they will use in each session</li> <li>-More pre-programme prep for Corporate Finance including the LBS Finance pre-programme online course and excel course</li> <li>-Confirming OB faculty (for 2019-2020) across the three OB core courses as Nigel Nicholson teaching the Biography course for the last time in Spring/Summer 2019</li> <li>-Credit review required for Sloan 2020 to reach min credits of 180 (currently at 161)</li> </ul>		
<p><b>Programme Experience</b></p> <ul style="list-style-type: none"> <li>-Programme office and career lead working on an integrated professional development and career offering to the Sloan 2019 students</li> <li>-Adding two new required skills workshops in first term to help with</li> </ul>		



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<p>team and class dynamics (cultural awareness, and optimising teams)</p> <p>-Leadership coaching provision being reviewed as end of first year with extended coaching (and a move from 3 to 4 coaching sessions post Executive Leadership)</p> <p>-Increased engagement with Sloan alumni and EMBA students</p> <p>-Review final term's programme activities in light of end of 1<sup>st</sup> year with core course in this term</p>		
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### Appendix 1.

Sloan 2017				min	max	average	SD
<b>C215 SUM17</b>	Global Business Environment	Andrew Scott, Lucrezia Reichlin		65	84.25	73.07	4.23
<b>C220 SUM17</b>	Biography	Nigel Nicholson		P	P	P	
<b>C207 SUM17</b>	International Assignment: San Fran	Gabrielle Adams		60.3	99.6	90.49	9.65
<b>C201 SPR17</b>	Understanding Top Management	Dominic Houlder		P	P	P	
<b>C203 SUM17</b>	Management Accounting	Francesca Franco		65.47	99.40	86.86	7.46
<b>C206 SPR17</b>	Managing People and Organisations	Herminia Ibarra		50.20	95.20	78.20	12.42
<b>C208 SPR17</b>	Corporate Finance	James Dow		59.42	97.58	80.39	9.03
<b>C209 SPR17</b>	Marketing	David Arnold		64.5	93.5	78.26	7.35
<b>C298 SPR17</b>	Executive Leadership	Randall Peterson		P	P	P	
<b>C210 SPR17</b>	Strategy	Jessica Spungin		59.37	82.20	71.38	5.30
<b>C211 SUM17</b>	Challenges in Corporate Governance	Harry Korine		57.0	82.0	71.30	4.61

Sloan 2016				min	max	average	SD
<b>C215 SUM16</b>	Global Business Environment	Andrew Scott		0.1	91.8	70.3	20.6
<b>C220 SUM16</b>	Biography	Nigel Nicholson		P	P	P	
<b>C207 SUM16</b>	International Assignment: San Fran 26 July - 1 Aug	Gabrielle Adams		0.0	93.5	77.6	20.8
<b>C201 SPR16</b>	Understanding Top Management	Dominic Houlder		P	P	P	
<b>C203 SUM16</b>	Management Accounting	Tjomme Rusticus		38.4	94.4	71.84	14.89
<b>C206 SPR16</b>	Managing People and Organisations	Kathleen O'Connor		3.5	95.1	85.8	12.6
<b>C208 SPR16</b>	Corporate Finance	James Dow		5.2	87.3	73.4	17.2
<b>C209 SPR16</b>	Marketing	David Arnold		0.1	87.5	68.4	17.7
<b>C298 SPR16</b>	Executive Leadership	Randall Peterson		P	P	P	
<b>C210 SPR16</b>	Strategy	Jessica Spungin		0.1	80.3	65.2	17.1
<b>C211 SUM16</b>	Challenges in Corporate Governance	Harry Korine		0.1	84.0	64.7	16.8

### Appendix 2.

### Sloan 2017

<b>C201</b>	<b>SPR17</b>	Understanding Top Management	Pass/Fail course	All passed
<b>C206</b>	<b>SPR17</b>	Leading People and Organisations	No Fails, No Incompletes	
<b>C208</b>	<b>SPR17</b>	Corporate Finance	1 Fail, No Incompletes	1 passed re-sit
<b>C209</b>	<b>SPR17</b>	Marketing	No Fails, No Incompletes	
<b>C210</b>	<b>SPR17</b>	Strategy	No Fails, No Incompletes	
<b>C298</b>	<b>SPR17</b>	Executive Leadership	Pass/Fail course	All passed
<b>C203</b>	<b>SUM17</b>	Management Accounting	1 fails, No incompletes	1 passed re-sit
<b>C207</b>	<b>SUM17</b>	International Assignment: San Fran	6 fails, 1 EC confirmed	6 passed re-sit 1 EC completed alternative elective
<b>C211</b>	<b>SUM17</b>	Challenges in Corporate Governance	No Fails, No Incompletes	
<b>C220</b>	<b>SUM17</b>	Biography	Pass/Fail course	All Passed
<b>C215</b>	<b>SUM17</b>	Global Business Environment	2 Fails, No Incompletes	2 passed re-sit

### Sloan 2016

<b>C201</b>	<b>SPR16</b>	Understanding Top Management	Pass/Fail course	All passed
<b>C206</b>	<b>SPR16</b>	Managing People and Organisations	No Fails, No Incompletes	
<b>C208</b>	<b>SPR16</b>	Corporate Finance	No Fails, No Incompletes	
<b>C209</b>	<b>SPR16</b>	Marketing	No Fails, No Incompletes	
<b>C210</b>	<b>SPR16</b>	Strategy	No Fails, No Incompletes	
<b>C298</b>	<b>SPR16</b>	Executive Leadership	Pass/Fail course	All passed
<b>C203</b>	<b>SUM16</b>	Management Accounting	7 fails, No incompletes	7 passed re-sit
<b>C207</b>	<b>SUM16</b>	International Assignment: San Fran	2 incomplete, 1 EC confirmed	Will attend EMBA IAs
<b>C211</b>	<b>SUM16</b>	Challenges in Corporate Governance	No Fails, No Incompletes	
<b>C220</b>	<b>SUM16</b>	Biography	Pass/Fail course	All Passed
<b>C215</b>	<b>SUM16</b>	Global Business Environment	4 Fails	Re-sits in progress