

## PROGRAMME SPECIFICATION

### Course record information

Name and level of final award	BA (Hons) Sports Management BA (Hons) Sports Management with International Experience BA (Hons) Sports Management with Professional Experience
Name and level of intermediate awards	BA Sports Management Diploma of Higher Education in Sports Management Certificate of Higher Education in Sports Management
Awarding body/institution	University of Westminster
Teaching Institution	University of Westminster
Status of awarding body/institution	Recognised Body
Location of delivery	Marylebone
Language of delivery and assessment	English
Mode, length of study and normal starting month	Three years full time. Four years full time with placement year. September start.
<a href="#">QAA subject benchmarking group(s)</a>	Business and Management
Professional statutory or regulatory body	n/a
Date of course validation/Revalidation	November 2020
Date of programme specification approval	January 2021
Valid for cohorts	From 2021-22
Course Leader	Richard West
UCAS code and URL	<a href="http://westminster.ac.uk/courses/undergraduate">westminster.ac.uk/courses/undergraduate</a>
Westminster course code	BABSM29F (FT)
HECoS code	100097 Sports Management
UKPASS code (PG only)	n/a

## **Admissions requirements**

There are standard minimum [entry requirements](#) for all undergraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information can be found here: [westminster.ac.uk/courses/undergraduate/how-to-apply](http://westminster.ac.uk/courses/undergraduate/how-to-apply).

## **Recognition of Prior Learning**

*Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information: [westminster.ac.uk/recognition-of-prior-certified-learning](http://westminster.ac.uk/recognition-of-prior-certified-learning).*

## **Aims of the course**

University of Westminster courses capitalise by being associated with one of the world's leading cities. Within the sporting world, London is also a world class centre of sporting excellence. In addition to its twelve professional football teams, two premier league rugby teams, and two county cricket sides, London is also home to iconic sporting venues such as Wembley Stadium, Twickenham, Lord's Cricket Ground and the Olympic Park in East London.

The sports industry is a major employer with approximately 500,000 people working in sports related businesses. It is also an important source of employment for young people aged 18 – 25. Leveraging the benefits of a unique sporting heritage, the BA Sports Management course aims to create work-ready graduates who meet the needs of the sports industry, preparing you for a career in whichever area you wish to pursue.

There are three main career pathways:

- 1) Direct employment in the sports industry. Included here is employment within sports and leisure organisations, ranging from professional sports clubs to leisure management companies.
- 2) Employment in sectors related to the sports industry. This includes sports consultancies, sports marketing agencies (public relations, publicity and sponsorship) broadcasting and social media, sports sponsorship etc.
- 3) Companies supplying the sports industry. This includes sports brands, manufacturers, retailers and distributors.

The aim of the course is to help you to achieve your aspirations by providing an innovative, yet solid, foundation in business management principles in a sports-related context. A key feature of the course is the close relationship we have developed with our industry partners. These include leading sports clubs in London who will play an integral part in the delivery of the course by providing 'as-live' case studies and work placement opportunities. You will also have the opportunity to tailor your programme by choosing specialist modules, which include marketing and management, entrepreneurial enterprise, event management and social media innovation.

The course embeds both employability and sustainability to prepare you for the uncertainties but also rewards, of working in a rapidly evolving and changing sports-business environment. The course also aims to develop an enquiring, critical and reflective approach to ideas and issues, enabling successful graduates to contribute proactively to:

- the world of sports business and management;
- to public or 'third' sector organisations;
- to the main business-related professions;
- to self-employment; entrepreneurial development and to the wider society within which businesses operate.

## **Equality and Diversity**

The course team has a strong commitment to decolonising and diversifying our curriculum and teaching practices, taking an approach to learning, teaching and assessment that draws from a wide range of contexts and practical examples to enhance inclusivity.

In line with QAA guidance and the University's commitment to equality and diversity, an inclusivity strategy facilitates an environment for learning that anticipates the varied requirements of learners and aims to ensure that all students have equal access to educational opportunities (see section 'Approaches to learning and teaching'.)

Practically this encompasses three principles:

- i. to aim towards an accessible curriculum for all;
- ii. to reflect multi-faceted communities and perspectives in learning materials and assessments; and,
- iii. to equip students with the skills to work in a changing and diverse world.

This includes enabling access for people who have differing individual requirements as well as eliminating arbitrary and unnecessary barriers to learning.

In addition, learning opportunities are designed to be inclusive (including the ability for students to choose their preferred format), enhanced by reasonable individual adjustments wherever necessary.

## **The Course aims to:**

- Develop academic knowledge and a critical understanding of the conceptual frameworks upon which the study of sports business and management is based.
- Provide you with specialist skills (including but not limited to: marketing and management, event management, sponsorship and partner management, entrepreneurship and social innovation) to move confidently into the different areas of sports business or pursue postgraduate study.
- Equip you with transferable skills (including effective communication, working with others, researching, problem identification, analysis, creative thinking and digital skills) to enable you to operate effectively in a variety of sports related careers.
- Give you opportunities to develop your employability and enterprise skills through work-based learning and real-world experiences embedded within the course.
- Develop your self-confidence and ability to take responsibility for your own personal development and the skills you need to develop to support your personal and career aspirations.
- Prepare you for operating professionally in complex, diverse and multi-cultural contexts to become socially, environmentally and ethically aware.

## What will you be expected to achieve?

Learning outcomes are statements on what successful students have achieved as the result of learning. These are threshold statements of achievement the learning outcomes broadly fall into four categories:

- The overall **knowledge and understanding** you will gain from your course (KU).
- **Graduate attributes** are characteristics that you will have developed during the duration of your course (GA).
- **Professional and personal practice learning outcomes** are specific skills that you will be expected to have gained on successful completion of the course (PPP)
- **Key transferable skills** that you will be expected to have gained on successful completion of the course. (KTS)

### Level 4 course learning outcomes:

Upon completion of level 4 you will be able to:

L4.1 Demonstrate fundamental knowledge and understanding of the functions and processes in the wider sports industry and the impact of contemporary management theory in a domestic or international context (KU).

L4.2 Investigate and evaluate the interrelationships between internal and external pressures on sports organisations within a global context (KU).

L4.3 Demonstrate an awareness of ethical and sustainability issues and the importance of diversity and inclusivity in the sports sector. (KU).

L4.4 Collaborate effectively in groups, building team relationships that support the achievement of set goals in the context of the sports industry. (PPP) (KTS).

L4.5 Utilise a range of media and develop digital skills in key technologies for effective and efficient management of business information in a secure and respectful manner (PPP) (GA).

L4.6 Research and analyse business information from a range of authoritative and reliable sources and use analysis to make judgements and develop a coherent argument (PPP).

L4.7 Communicate effectively and persuasively using a variety of media to a range of audiences in a sports related context (KTS).

L4.8 Take personal responsibility for learning and progress and to prepare for work-based learning (PPP) (GA).

### Level 5 course learning outcomes:

Upon completion of level 5 you will be able to:

L5.1 Operate in situations of varying complexity and predictability requiring application of a wide range of techniques that are appropriate, whether in the context of a small sports operation or a large, globally orientated sporting brand. (PPP)

L5.2 Apply management theory and concepts to understand how to manage and provide leadership for the effective and responsible running of a sports related enterprise. (KU).

L5.3 Locate and extract information from a variety of credible sources and evaluate these to develop arguments to support management decision making within a sports related environment. (PPP).

L5.4 Develop an independent perspective on business problems, informed by current research and evaluate theories, arguments and relevant data to communicate ideas and potential solutions effectively and appropriately (KTS).

L5.5 Demonstrate awareness of the wider social and environmental implications of sport and the sport related enterprise and be able to debate issues in relation to more general ethical, diversity and inclusivity perspectives. (KU) (KTS) (GA)

L5.6 Adapt interpersonal, digital and communication skills to a range of situations, audiences and degrees of complexity. (KTS) (GA).

L5.7 Demonstrate the ability to reflect and evaluate on ongoing personal and professional development skills and to organise and undertake work experience with an organisation that operates in sport or a sport related industry. (PPP)

In addition, those completing the international year and achieving the 'with international experience' award will be able to:

L5Y.1 Demonstrate insight and understanding of the challenges and opportunities of working and/or studying in an international context. (PPP)

L5Y.2 Apply theories, concepts and research skills related to the cultural context(s) of the society within which the experience takes place. (KU)

Those students completing a professional experience year and achieving the 'with professional experience' award will be able to:

L5Y.3 Demonstrate acquisition of a range of professional and commercial skills required within the contemporary sports business environment through the completion of an extended period of professional practice in the work placement year. (PPP)

### **Level 6 course learning outcomes:**

Upon completion of level 6 you will be able to:

L6.1 Critically evaluate strategic options to enhance organisational performance across a range of different sports related situations and appreciate the ramifications of those decisions on the way sports clubs and organisations operate. (KU) (GA).

L6.2 Critically evaluate the impact that innovations have had upon the sports industry and assess the way this has shaped organisational culture, leadership and stakeholder relationships (KU).

L6.3 Investigate current issues in sports management using a variety of high-quality learning sources and engage with contemporary research, developing an independent critical perspective on the issues (PPP) (KTS).

L6.4 Critically evaluate and apply creative solutions to real life business problems in a range of contexts such as social entrepreneurship, partnership and sponsorship management in a global sporting context, operational and event management and digital innovations and communicate these solutions effectively and convincingly (PPP) (KTS).

L6.5 Navigate uncertainty and complexity to explore solutions integrating theory and practice in a range of challenges that are relevant to the sports industry taking full account of social and environmental responsibilities and ethical behaviour (GA).

L6.6 Demonstrate acquisition of personal competencies including resilience and adaptability and professionally relevant skills appropriate to pursuit of employment or further study and an awareness of the potential opportunities open to graduates of business disciplines, whether sports related or in a wider context (KTS).

### **How will you learn?**

This course is designed to challenging mix of academic learning and vocational application with the emphasis on your future career and successful employment in your chosen area of the sports industry. The BA Sports Management course will provide you with an engaging and transformative student experience, delivered using contemporary methods including blended learning, problem based learning and practical activities.

The course has been developed with industry partners including leading professional sports clubs located in London. An integral feature of the course will build on links with these, and other partners, to provide a unique teaching and learning experience that emphasises work-related tasks and 'as-live' briefs.

For example, work-related tasks and 'live' case studies with partner organisations could include:

- developing a marketing communications plan for a professional football club
- identifying a sponsorship opportunity and writing a proposal on behalf of the client
- advising a company on the planning and logistics of organising a large event
- writing a report for an international cricketing establishment on sustainability

These, and other activities, will be arranged by members of the course team through their extensive network of contacts in the sports industry.

Work experience is a very useful way of gaining relevant, professional experience and knowledge of the way contemporary business and management principles are applied in sport can greatly help your employability and future career pathway. As part of the University of Westminster's employability strategy the course offers core modules incorporating work-based learning and optional year-long placements.

The year-long 'sandwich placement' (Professional Experience Project in the UK) or study-abroad (International Experience Year) is optional for all students between Levels 5 and 6. In this, students may opt to work in the UK abroad for an overseas employer as a part of their degree programme.

The different options include:

- ***Professional Placement Year***

The Westminster Business School encourages students to take a placement year in industry. During the year you will identify skills' goals to work towards achieving whilst on placement; carry out research to develop awareness of the business sector you are working in, using a range of data sources; and, familiarise yourself with a range of employer branding techniques in recruitment and analyse contemporary selection techniques.

- ***International Experience Year***

Students can choose to undertake an international experience year as part of their degree at one of our partner overseas institutions. You will study and reside in the country of a host institution during the year. The content of your study is agreed through a Learning Agreement between you, the home institution and the Westminster Business School.

Whether or not you choose to include a year-long work placement or a study abroad experience year is your decision. However, it will have an impact on your final award. Successful completion of the degree programme with a professional placement year will lead to the award of BA (Hons) Sports Management with Professional Experience. Successful completion with an international experience year will lead to the award of BA (Hons) Sports Management with International Experience.

The course team will make every effort to support you if you wish to include a 'sandwich placement' year as part of your studies by providing you with industry contacts, placement opportunities and a network of support services through the university's Employability teams.

If you choose not to pursue a sandwich placement, you will continue on the three-year BA Sports Management programme.

### **Working with Partners whose values and practices align with those of the University**

The University of Westminster is committed to supporting diversity and equal opportunities in our dealings with job applicants, students, staff and the public. We are fully committed to creating a stimulating and supportive learning and working environment based on mutual respect and trust.

This commitment extends to the engagements we develop with our industry partners. Every partner associated with the course has publicly committed to support diversity and equal opportunity at every level and without discrimination. We ensure that their values and practices align with those of the university and that all partners respect and value diversity within our communities of staff and students, to promote equality of opportunity, and to challenge and strive to eliminate unlawful discrimination.

Where students participate in activities involving partner organisations we will be guided by the University of Westminster's 'Safeguarding Framework'. In addition, risk assessments will also be carried out for any activities taking place outside of the main university campuses.

[Link to the University of Westminster Safeguarding Framework](#)

### **Approaches to learning and teaching**

We develop capabilities in our students that will be valued by employers and communities, and will empower you to fulfil your potential for the future. 'Inclusivity' is at the heart learning and teaching approach for the BA Sports Management programme and we make every effort to encourage and promote an inclusive learning and teaching philosophy. This includes:

- Course material delivered electronically through the university virtual learning environment platform (Blackboard) so you can access learning material using a range of devices and in any geographical location. Learning materials are uploaded on Blackboard (BB) in advance of lectures and seminars and are provided in a modifiable format.

- The university has invested extensively in Panopto lecture capture technology so that lectures can be recorded and uploaded to Blackboard. This aids your learning as it allows you to access lectures when you need them and enables you to refer back to them when preparing for assessments
- You are encouraged to work in an inclusive and engaged manner (collaboration; peer support; co-creation). This builds your ability to follow instructions, confidence to suggest your own ideas and develop problem solving and multi-tasking skills which all align with employability skills.
- A Wide range of culturally inclusive learning materials are used within which you can recognise your identity through the use of images; videos; reading lists (these are socially, culturally and globally relevant to the diverse student cohort).

### **How will you be assessed?**

The course team takes an 'assessment as learning' approach and has an inclusive learning, teaching and assessment strategy to provide culturally-inclusive learning materials. Students are supported to become increasingly aware that they are developing a rich range of understandings, skills, values and attributes to take into your professional life. This is reflected in the design and delivery of the assessments which are varied, flexible and designed to meet the specific learning outcomes of the taught modules. For example,

- Varied and innovative teaching methods are used (such as flipped classroom, voting technology and quizzes) that enables you to actively participate in class and check your knowledge and understanding.
- A variety of assessments are offered which provide flexible ways to meet the learning outcomes (for example, videos, practical demonstrations, online presentations, blogs and online tasks).
- Assessments include "real world" problems that are also socially, culturally and globally relevant and take into account your background and identity.
- Formative assessments and specific and timely feedback are an intrinsic part of the assessment process. Often a review of work in progress, this is a valuable learning opportunity and helps you improve your work and grade. You will be offered a range of formative feedback opportunities throughout each module to help prepare you for your assessments.

### **Reflecting on your learning**

The approach to teaching and learning on your course also embraces the practice of reflection to the benefit of your learning, development and confidence. A significant amount of the course is work-related to the sports industry.

With the support of your academic mentor you will be encouraged to reflect on how this experience can be contextualised to further develop your knowledge, skills and professional behaviours - drawing on the totality of the experiences you have encountered as a student on the course.

### **Employment and further study opportunities**

University of Westminster graduates will be able to demonstrate the following five 'Graduate Attributes':

- Critical and creative thinkers
- Literate and effective communicator
- Entrepreneurial
- Global in outlook and engaged in communities
- Social, ethically and environmentally aware

The course combines business management, marketing communications and sponsorship, digital innovation, event management, and data analytics. All of these elements are driven by industry-need for creative, original thinkers who appreciate the importance and relevance of sport in modern society.

In your career it is likely you will take the lead on the creation and execution of a business strategy. The course provides the necessary tools by providing:

- an understanding the fundamentals of business management within a sports context,
- the importance of marketing, branding, sponsorship and partnership management in sport,
- the role of sport as a vehicle for Corporate Social Responsibility and Sustainability,
- the operational aspects of sports and event management,
- and innovations and entrepreneurial developments in sport and digital sport.

The course prepares you for roles in a number of different capacities. For example:

- You may work directly for a sports organisation such a professional club, an administrative body (such as 'Sport England') or a leisure organisation in a wide variety of possible roles.
- You may also work for a sports agency or consultancy that specialises in marketing, PR, Sponsorship or business strategy as an account executive or commercial development manager.
- There are also opportunities to work for consumer sports brands in sales, product management, advertising and retailing.
- There are also career opportunities in companies not necessarily seen as being 'sports related', but who use sport as way to communicate to customers through sponsorship, hospitality and event organisation.

Some students will go on to study for higher degrees including MA/MSc Marketing Communications, MA/MSc Marketing Management or MSc Digital Business as well as pursuing your continued professional development with the Chartered Institute of Marketing.

## Course structure

This section shows the core and option modules available as part of the course and their credit value. Full-time Undergraduate students will study 120 credits per year.

Credit Level 4				
Module code	Module title	Status	UK credit	ECTS
4ACCN013W	Accounting and Finance for Sports Management	Core	20	10
4BUSS003W	The Business of Sport	Core	20	10
4SPMN001W	Employability in Sport and Event Management	Core	20	10
4EVMN002W	Principles of Event Management	Core	20	10

4MARK016W	Innovative Marketing for Sports Management	Core	20	10
	Elective	Elective	20	10
<b>Award of Certificate of Higher Education available</b>				
<b>Credit Level 5</b>				
<b>Module code</b>	<b>Module title</b>	<b>Status</b>	<b>UK credit</b>	<b>ECTS</b>
5MARK022W	Sports Marketing and the Media	Core	20	10
5ECON028W	The Economics and Finance of Sport	Core	20	10
5SPMN001W	Leadership and Performance Management in Sport	Core	20	10
5BUSS006W	International Business Research Methods	Core	20	10
EITHER Select One Option and One Elective OR Select Two Options				
5TOUR004W	Sports Events Tourism	Option	20	10
5MARK021W	Digital Marketing Technologies	Option	20	10
5ENTP005W	Entrepreneurial Practice	Option	20	10
5EVMN003W	Event Operations	Option	20	10
	Elective	Elective	20	10
<b>Award of Diploma of Higher Education available</b>				
<b>Optional Year Abroad or Placement Year</b>				
<b>Students must pass the following module to be awarded 'with International Experience'</b>				
5BUSS013W	WBS International Experience Year Semester 1	Option	60	10
5BUSS014W	WBS International Experience Year Semester 2	Option	60	30
<b>The following modules must be passed for the award title 'with Professional Experience'</b>				
5BUSS011W	Professional Placement Project (Part 1)	Option	60	30
5BUSS012W	Professional Placement Project (Part 2)	Option	60	30
<b>Credit Level 6</b>				
<b>Module code</b>	<b>Module title</b>	<b>Status</b>	<b>UK credit</b>	<b>ECTS</b>
6SPMN004W	Sponsorship and Partnership Management in Sport	Core	20	10
6SPMN003W	Social Media and Digital Innovations in Sport	Core	20	10
6SPMN001W	Contemporary Issues in Sports Management	Core	20	10
6SPMN002W	Ethics, CSR and Sustainability in Sport	Core	20	10
EITHER Select One Option and One Elective OR Select Two Options				
6BDIN004W	Social Media for Business	Option	20	10
6EVMN001W	Staging an Event	Option	20	10
6HURM004W	Assessing and Developing Talent	Option	20	10
6ENTP005W	Creating Entrepreneurial Leadership	Option	20	10
	Elective	Elective	20	10
<b>Award BA/BA Honours available.</b>				

Please note: Not all option modules will necessarily be offered in any one year. In addition, timetabling and limited spaces may mean you cannot do your first choice of modules.

### **Professional Body Accreditation or other external references**

N/A

### **Academic regulations**

The current Handbook of Academic Regulations is available at [westminster.ac.uk/academic-regulations](http://westminster.ac.uk/academic-regulations).

### **How will you be supported in your studies?**

#### **Course Management**

#### **Course Leaders**

The Course is managed by a course team comprising the Course Leader and Deputy Course Leader. In addition, the course team refers to:

- Senior Personal Tutor (Westminster Business School)
- Head of School

The BA Sports Management degree has a designated Course Leader whom you will meet during your first week and who are available for consultation during weekly office hours throughout the year or by appointment. You take modules, normally in common with students from your course, each of these have a Module Leader who is responsible for the smooth running of that module.

Module Leaders are usually available during term-time during their office hours or by appointment. At all levels of your university study you will have a Personal and Professional Development Tutor who will help and guide you through the complexities of life at University

#### **Academic Support**

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Campus Registry. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters.

The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students. Further information on Blackboard can be found at [westminster.ac.uk/blackboard](http://westminster.ac.uk/blackboard).

#### **Learning Support**

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one -to-one appointments. Further information on the Academic Learning Development Centre can be found at [westminster.ac.uk/academic-learning-development](http://westminster.ac.uk/academic-learning-development).

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students<sup>1</sup> can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books).

Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught in their College. Students can also securely connect their own laptops and mobile devices to the University wireless network.

## **Support Services**

The University of Westminster Student and Academic Services department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. Further information on the advice available to students can be found at [westminster.ac.uk/student-advice](https://www.westminster.ac.uk/student-advice). The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University. Further information on UWSU can be found at [westminster.ac.uk/students-union](https://www.westminster.ac.uk/students-union).

## **How do we ensure the quality of our courses and continuous improvement?**

The course was initially approved by a University Validation Panel in **2020**. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the College to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the evidence of student surveys, student progression and achievement and reports from external examiners, in order to evaluate the effectiveness of the course.

A Course revalidation takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with revalidation panels to provide feedback on their experiences. Student feedback from previous years is also part of the evidence used to assess how the course has been running.

## **How do we act on student feedback?**

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through student engagement activities at Course/Module level, students have the opportunity to express their voice in the running of their course. Course representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the course representatives.
- There are also School Representatives appointed jointly by the University and the Students' Union who meet with senior School staff to discuss wider issues affecting

student experience across the School. Student representatives are also represented on key College and University committees.

- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.
- Final year Undergraduate students will be asked to complete the National Student Survey which helps to inform the national university league tables.

**Please note:** This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. This specification should be read in conjunction with the Course Handbook provided to students and Module Handbooks, which provide more detailed information on the specific learning outcomes, content, teaching, learning and assessment methods for each module.

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