

Bachelor of Commerce

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability BCom	Progression – as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to demonstrate and apply a breadth of knowledge across disciplines, as well as specialist knowledge within one or more of them, while recognising the relevancy of this knowledge within a global context.</p>	<p>In your 100 level courses you will be introduced to the key business concepts, frameworks and ways of thinking that will provide the foundation for your further study and career. Through a wide range of learning experiences you will gain a general awareness of how business disciplines are interrelated and begin to explore the range of issues affecting businesses and the economy in a global context. Your 200 level courses will be related to your chosen major(s). These will build your understanding of theoretical frameworks and concepts that will underpin your further studies in the field. Your learning and assessment will be centred on your own research on how this knowledge relates to business and management. Your final year courses take you further in your specialist field. You will explore multiple perspectives, deepen your conceptual understanding and apply your knowledge to business situations. You will learn to integrate knowledge across fields and develop a greater understanding of the diverse global environment within which business operates.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to analyse and critique theory and practice to develop well-reasoned arguments.</p>	<p>In your initial courses you will develop skills in locating and evaluating information from several sources, comparing and contrasting arguments using logical and systematic thinking. Your assessments will ask you to build evidence-based arguments. In your 200 level courses you will become more accomplished in your analysis and you will be prepared to challenge ideas, using information from multiple sources. In assessments you will demonstrate your ability to build and defend an evidence based argument. In your 300 level courses you will learn to and be assessed on building evidence based and strategic arguments that show flexible thinking. You will challenge ideas and assumptions, taking multiple perspectives, evaluate evidence from a wide range of sources and present a logical and coherent critique.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to identify and frame problems using analytical skills to create and evaluate innovative solutions.</p>	<p>At the beginning of the programme you will learn new techniques for solving problems. You will compare and contrast alternative solutions taking into account their possible consequences. As you move on to 200 level courses you will analyse more complex problems using business and management scenarios. You will learn to consider alternative actions and consequences and present well justified recommendations. In 300 level courses you will independently analyse problems considering multiple perspectives and techniques. Your assessments will show you can confidently use your own research and creativity, persisting until you have identified solutions and made a recommendation for action. In this process you will take into account the costs and benefits of alternative strategies as well as the opportunity cost of making different assumptions in a given situation.</p>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to collaborate and communicate effectively in diverse business contexts using multiple formats.</p>	<p>In your programme you will develop skills in communicating ideas clearly and concisely in spoken and written forms. In your level 100 courses, you will present arguments in well-written essays and reports and learn to give effective presentations. You will demonstrate the ability to use carefully chosen media to support your presentation. As you move into 200 and 300 level courses you will communicate more complex ideas. Your oral skills will develop further and you will be assessed on your ability to use appropriate strategies when making a short presentation to a diverse audiences.</p> <p>From the start of your studies you will learn to work in a team. Your team experiences will enable you collaborate and communicate effectively with others from diverse backgrounds to encourage them to perform. Working with others will help you appreciate alternative points of view</p>

<b>Capability BCom</b>	<b>Progression – as you progress through your programme you will learn and be assessed in this way:</b>
	<p>and make you more aware of your own perspectives. These skills will be enhanced through the programme as you find yourself tested in new situations, taking on different responsibilities and learning how to lead and coach others. In your final courses you will use delegation, persuasion and compromise to get the best outcomes. In level 300 assessments, you will demonstrate your ability to engage, negotiate and influence others.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to respond professionally and ethically, demonstrating a capacity for independent thought and learning.</p>	<p>Your self-management skills will develop through your level 100 courses as you learn to work independently and manage your time in order to balance commitments and meet competing deadlines. In your 200 level courses you will take more responsibility for your own learning as you meet more challenging learning activities and become more resilient when dealing with ambiguous situations. By the end of the programme you will be able to self-manage and demonstrate resilience in your interactions with others. You will be proactive and self-challenging.</p> <p>Your awareness of the importance of integrity will grow through reflective practice and your respect for team members. As you continue through the programme you will be challenged to develop considered ethical standpoints on business issues. In your level 300 courses, you will exercise personal integrity and develop the courage and techniques to deal with unethical behaviour.</p>
<p><b>Social and environmental responsibilities</b></p> <p>Graduates will recognise the significance of the principles underpinning the Treaty of Waitangi and consider their obligations in relation to sustainability, whilst displaying constructive approaches to diversity.</p>	<p>In your 100 level courses you will be introduced to the Treaty of Waitangi and its foundational place in Aotearoa/New Zealand, acknowledging the diversity of national and international business. You will learn how social, economic, and environmental sustainability relate to business decisions. As you move on to 200 level courses you will continue to apply the principles of the treaty and come to appreciate the value of diversity. Through your lectures and assessment tasks you will consider the social, economic and environmental consequences of economic and managerial decisions. By the time you complete your 300 level courses you will understand the role we can play in creating a sustainable future and an inclusive society.</p>

Bachelor of Property

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability BProp	Progression – as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to demonstrate and apply an understanding of theory and practice across disciplines, as well as specialist knowledge within property disciplines, recognising the relevancy of this knowledge within a global context.</p>	<p>In your 100 level courses you will be introduced to the key business and property concepts, frameworks and ways of thinking that will provide the foundation for your further study and career. Through a wide range of learning experiences you will gain a general awareness of how business and property disciplines are interrelated and begin to explore the range of issues affecting property, businesses and the economy in a global context. Your 200 level courses will focus on property related issues. These will build your understanding of theoretical frameworks and concepts that will underpin your further studies in the field. Your learning and assessment will be centred on your own research on how this knowledge applies to a range of disciplines as applied to property. Your final year courses allow you to specialise in property sub-disciplines. You will explore multiple approaches, deepen your conceptual understanding and apply your knowledge to property related issues. You will learn to integrate knowledge across sub-disciplines and develop a greater understanding of the wider global property environment.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to analyse and critique ideas, theory, information, and practice to develop well-reasoned arguments.</p>	<p>In your initial courses you will develop skills in locating and evaluating information from several sources, comparing and contrasting arguments using logical and systematic thinking. Your assessments will ask you to build evidence-based arguments. In your 200 and 300 level courses your study will focus on a range of property related sub-disciplines. In your 200 level courses you will become more accomplished in your analysis and you will be prepared to challenge ideas, using information from multiple sources. In assessments you will demonstrate your ability to build and defend an evidence based argument and the applicability. In your 300 level courses you will learn to and be assessed on building evidence based and strategic arguments that show flexible thinking. You will challenge ideas and assumptions, taking multiple perspectives, evaluate evidence from a wide range of sources and present a logical and coherent critique.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to identify, frame, analyse and prioritise complex property issues and develop evidence-based practical and innovative solutions.</p>	<p>At the beginning of the programme you will learn new techniques for solving problems. You will compare and contrast alternative solutions taking into account their possible consequences. As you move on to 200 level courses you will analyse more complex problems using property related scenarios. You will learn to consider alternative actions and consequences and present well justified recommendations. In 300 level courses you will independently and in teams analyse property related problems considering multiple perspectives and techniques. Your assessments will show you can confidently use your own research and creativity, persisting until you have identified solutions and made a recommendation for action. In this process you will take into account the costs and benefits of alternative strategies as well as the opportunity cost of making different assumptions in a given situation.</p>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to collaborate and communicate professionally and</p>	<p>In your programme you will develop skills in communicating ideas clearly and concisely in spoken and written forms. In your level 100 courses, you will present arguments in well-written essays and reports and learn to give effective presentations. You will demonstrate the ability to use carefully chosen media to support your presentation. As you move into 200 and 300 level courses you will communicate more complex ideas. Your oral skills will develop further and you will be assessed on your ability to use appropriate strategies when making a short presentation to a diverse audiences.</p>

<b>Capability BProp</b>	<b>Progression – as you progress through your programme you will learn and be assessed in this way:</b>
<p>effectively in diverse property contexts using multiple formats.</p>	<p>From the start of your studies you will learn to work in a team. Your team experiences will enable you collaborate and communicate effectively with others from diverse backgrounds to encourage them to perform. Working with others will help you appreciate alternative points of view and make you more aware of your own perspectives. These skills will be enhanced through the programme as you find yourself tested in new situations, taking on different responsibilities and learning how to lead and coach others. In your final courses you will use delegation, persuasion and compromise to get the best outcomes. In level 300 assessments, you will demonstrate your ability to engage, negotiate and influence others.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to respond professionally and ethically, demonstrating a capacity for independent thought and learning.</p>	<p>Your self-management skills will develop through your level 100 courses as you learn to work independently and manage your time in order to balance commitments and meet competing deadlines. In your 200 level courses you will take more responsibility for your own learning as you meet more challenging learning activities and become more resilient when dealing with ambiguous situations. By the end of the programme you will be able to self-manage and demonstrate resilience in your interactions with others. You will be proactive and self-challenging. Your awareness of the importance of integrity will grow through reflective practice and your respect for team members. As you continue through the programme you will be challenged to develop considered ethical standpoints on business issues. In your level 300 courses, you will exercise personal integrity and develop the courage and techniques to deal with unethical behaviour.</p>
<p><b>Social and environmental responsibilities</b></p> <p>Graduates will recognise the significance of the principles underpinning the Treaty of Waitangi and consider their obligations in relation to sustainability, whilst displaying constructive approaches to diversity as it applies to land and property.</p>	<p>In your 100 level courses you will be introduced to the Treaty of Waitangi and its foundational place in Aotearoa/New Zealand, acknowledging the diversity of national and international business. You will learn how social, economic, and environmental sustainability relate to land, property and business decisions. As you move on to 200 level courses you will continue to apply the principles of the treaty and come to appreciate the value of diversity. Through your lectures and assessment tasks you will consider the social, economic and environmental consequences of land and property related decisions. By the time you complete your 300 level courses you will understand the role we can play in creating a sustainable future and an inclusive society.</p>

Graduate Diploma in Commerce

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability GradDipCom	Progression – as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to demonstrate and apply knowledge within one or more disciplines, while recognising the relevancy of this knowledge within a global context.</p>	<p>You will study courses that are related to your interests. These will build your understanding of theoretical frameworks and concepts that will underpin your further studies in the field. You will do your own research to explore ways in which this knowledge relates to business and management. You will explore multiple perspectives, deepen your conceptual understanding and apply your knowledge to business situations. You will learn to integrate knowledge across fields and develop a greater understanding of the diverse global environment within which business operates.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to analyse and critique theory and practice to develop evidence-based arguments.</p>	<p>You will develop skills in locating and evaluating information from several sources, comparing and contrasting arguments using logical and systematic thinking. Your assessments will ask you to build evidence-based arguments. In your 200 level courses you will become more accomplished in your analysis and you will be prepared to challenge ideas, using information from multiple sources. In assessments you will demonstrate your ability to build and defend an evidence based argument. In your 300 level courses you will learn to and be assessed on building evidence based and strategic arguments that show flexible thinking. You will challenge ideas and assumptions taking multiple perspectives, evaluate evidence from a wide range of sources and present a logical and coherent critique.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to identify and frame problems using analytical skills to create and evaluate innovative solutions.</p>	<p>You will analyse more complex problems using business and management scenarios showing appropriate consideration of alternative actions and consequences and present well justified recommendations. In 300 level courses you will independently analyse problems considering multiple perspectives and techniques. Your assessments will show that you can confidently use your own research and creativity, persisting until you have identified solutions and made a recommendation for action. In this process you will take into account the costs and benefits of alternative strategies as well as the opportunity cost of making different assumptions in a given situation.</p>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to collaborate and communicate effectively in diverse contexts using multiple formats.</p>	<p>In this programme you will develop skills in communicating ideas clearly and concisely in spoken and written forms. You will communicate complex ideas in well-constructed and coherent arguments using a range of source materials, which are accurately referenced. Your oral skills will develop and you will demonstrate the ability to use appropriate strategies when making a short presentation to a diverse audiences. You will demonstrate your ability to engage, negotiate and influence others.</p> <p>You will collaborate and communicate effectively with others from diverse backgrounds. Working with others will help you appreciate alternative points of view and make you more aware of your own perspectives. These skills will be enhanced as you find yourself tested in new situations, taking on different responsibilities and learning how to lead and coach others. In your final courses you will use delegation, persuasion and compromise to get the best outcomes.</p>

<b>Capability GradDipCom</b>	<b>Progression – as you progress through your programme you will learn and be assessed in this way:</b>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to respond professionally and ethically, demonstrating a capacity for independent thought.</p>	<p>You will take responsibility for your own learning as you meet more challenging learning activities and become more resilient when dealing with ambiguous situations. By the end of the programme you will be able to self-manage and demonstrate resilience in your interactions with others. You will be proactive and self-challenging.</p> <p>Your awareness of the importance of integrity will grow through reflective practice and your respect for team members. As you continue through the programme you will be challenged to develop considered ethical standpoints on business issues. You will learn to exercise personal integrity and develop the courage and techniques to deal with unethical behaviour.</p>
<p><b>Social and environmental responsibilities</b></p> <p>Graduates will recognise the significance of the principles underpinning the Treaty of Waitangi and explain their obligations in relation to sustainability, whilst displaying constructive approaches to diversity.</p>	<p>You will apply the principles of the Treaty of Waitangi and come to appreciate the value of diversity. Through your lectures and assessment tasks you will consider the social, economic and environmental consequences of economic and managerial decisions. By the time you complete your courses you will understand the role we can play in creating a sustainable future and you will display constructive approaches to diversity.</p>

Postgraduate Honours (BCom(Hons))

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability BCom(Hons)	Progression – as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to apply specialised knowledge within their discipline to demonstrate an advanced awareness and understanding in a global context.</p>	<p>Studying at honours level is about acquiring specialised knowledge within your discipline. You will learn to locate, assess and understand a broad range of sources and types of information, research and data. Through completing assignments and attending taught sessions you will learn to apply your knowledge to real world challenges, in New Zealand and internationally. You will also learn to reflect on how theories across different subject areas relate to each other.</p> <p>Your learning and assessment will enable you to: identify current issues and the state of knowledge in your field or discipline; rearrange and reorganise technical and professional material and explain, summarise and review research and practice in your discipline.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to analyse and evaluate the relevant literature and develop well-reasoned arguments that demonstrate advanced and diverse thinking.</p>	<p>Studying at honours level will give you an opportunity to develop your capacity for critical thinking. Through your studies you will learn to question your own and others' assumptions and claims.</p> <p>Completing assessment tasks will help you form views based on sound logic and you will learn to use evidence-based argument to explore complicated issues and draw your own conclusions. Learning and assessment will focus on how to synthesise multiple sources of information and apply research-based knowledge to current issues.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to identify, frame and analyse issues and develop innovative evidence-based solutions.</p>	<p>Studying at honours level is about tackling complex issues and becoming an effective problem solver able to select and apply appropriate creative and analytical approaches. You will have opportunities to learn how to analyse problems using a range of discipline specific tools and approaches. By tackling real world problems you will be developing important skills that will help you in your future life and career.</p> <p>You will learn how scholars and practitioners have developed innovative solutions and insights in to difficult problems. You will learn to develop and assess your own solutions to complex problems. Your course assessments will focus on your ability to identify and address an important research question. At the end of the programme you will complete an independent research project that is systematic, coherent and informative.</p>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to engage, communicate and</p>	<p>Studying at honours level gives you an opportunity to develop your communication and collaboration skills and in particular to advance your academic writing skills.</p>

<p>collaborate with diverse groups using multiple formats.</p>	<p>You will be given many and varied tasks that involve preparing written work and presenting visually and orally. Different disciplines and professions express themselves in different ways and you will learn to use the conventions, media and formats of your specialist area appropriately. During your courses you will be able to practice presenting and debating ideas in a coherent and professional manner.</p> <p>Through group work you will learn to become an effective collaborator, which includes being able to support others, contribute ideas, deal with and value differences of opinion, listen and to receive and give instructions. These experiences will equip you for working collaboratively with diverse groups of people when leave university and begin your career.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to demonstrate independent thought, self-reflection, ethics and integrity.</p>	<p>Studying at honours level is about independent thinking, self-reflection and integrity. In your courses you will work on your own and in groups, learning to manage your time and yourself. You will have opportunities to critique your own work, find out where there are gaps in your knowledge and how best to address these.</p> <p>You will learn about ethics and be encouraged to develop and defend your own thinking.</p>
<p><b>Social and environmental responsibility</b></p> <p>Graduates will consider, in relation to their discipline, the potential significance of the principles underpinning both the Treaty of Waitangi and sustainability.</p>	<p>Studying at honours level means understanding the importance of the principles that underpin both sustainability and the Treaty of Waitangi, where appropriate to your discipline. You will learn that both sustainability and the Treaty of Waitangi require you: to consider diversity; to be aware of the natural environment; to think about how you can contribute to society; and to do research that is global, as well as local. You will also learn that your chosen discipline does not have all the answers.</p>



Postgraduate Honours (BProp(Hons))

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability BProp(Hons)	Progression – as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to apply specialised knowledge within the property discipline to demonstrate an advanced awareness and application in a global context.</p>	<p>Studying property at honours level is about acquiring specialised knowledge within the property discipline. You will learn to locate, assess and understand a broad range of sources and types of information, research and data. Through completing assignments and attending taught sessions you will learn to apply your knowledge to real world challenges, in New Zealand and internationally. You will also learn to reflect on how theories across different property sub-disciplines relate to each other.</p> <p>Your learning and assessment will enable you to identify current issues and the state of knowledge in your field or discipline; rearrange and reorganise technical and professional material and explain, summarise and review research and practice in the property discipline.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to analyse and evaluate ideas from multiple sources including relevant literature to develop well-reasoned arguments that demonstrate advanced and diverse thinking.</p>	<p>Studying property at honours level will give you an opportunity to develop your capacity for critical thinking. Through your studies you will learn to question your own and others' assumptions and claims.</p> <p>Completing assessment tasks will help you form views based on sound logic and you will learn to use evidence-based argument to explore complicated issues and draw your own conclusions. Learning and assessment will focus on how to synthesise multiple sources of information and apply research-based knowledge to current issues.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to identify, frame, analyse and prioritise complex property issues and develop evidence-based practical and innovative solutions.</p>	<p>Studying property at honours level is about tackling complex issues and becoming an effective problem solver able to select and apply appropriate creative and analytical approaches. You will have opportunities to learn how to analyse problems using a range of tools and approaches. By tackling real world problems you will be developing important skills that will help you in your future life and career.</p> <p>You will learn how scholars and practitioners have developed innovative solutions and insights to difficult problems. You will learn to develop and assess your own solutions to complex problems. Your course assessments will focus on your ability to identify and address an important research question.</p> <p>At the end of the programme you will complete an independent research project that is systematic, coherent and informative.</p>
<p><b>Communication and engagement</b></p>	<p>Studying property at honours level gives you an opportunity to develop your communication and collaboration skills and in particular to advance your academic writing skills.</p>

<p>Graduates will be able to engage, communicate and collaborate professionally and effectively with diverse groups using multiple formats.</p>	<p>You will be given many and varied tasks that involve preparing written work and presenting visually and orally. You will learn to use the conventions, media and formats relating to property discipline appropriately. During your courses you will be able to practice presenting and debating ideas in a coherent and professional manner.</p> <p>You will learn to become an effective collaborator by supporting others, contributing ideas, dealing with and valuing differences of opinion, listening, receiving and giving instructions. These experiences will equip you for working collaboratively with diverse groups of people when leave university and begin your career.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to demonstrate independent thought, self-reflection, ethical behaviour and integrity.</p>	<p>Studying property at honours level is about independent thinking, self-reflection and integrity. In your courses you will work on your own and in groups, learning to manage your time and yourself. You will have opportunities to critique your own work, find out where there are gaps in your knowledge and how best to address these.</p> <p>You will learn about ethics and be encouraged to develop and defend your own thinking.</p>
<p><b>Social and environmental responsibility</b></p> <p>Graduates will consider, in relation to the property discipline, the potential significance of the principles underpinning both the Treaty of Waitangi and sustainability as it applies to land and property.</p>	<p>Studying property at honours level means understanding the importance of the principles that underpin both sustainability and the Treaty of Waitangi. You will learn that both sustainability and the Treaty of Waitangi require you to consider diversity; to be aware of the natural environment; to think about how you can contribute to society; and to do research that is global, as well as local. You will also learn that land and property related issues have many challenges.</p>

Master of Commerce

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability MCom	Progression – as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to apply highly specialised knowledge within the discipline to demonstrate an advanced awareness and understanding in a global context.</p>	<p>Studying at Masters level is about acquiring an advanced knowledge including understanding the nature of different perspectives and controversies in your discipline and appreciating the nature and extent of our knowledge. Through your courses you will have opportunities to develop a strong disciplinary basis in terms of the relevant theory, knowledge and practice, understanding how it all fits into a global context. You will learn about practice and theory, drawing on literature produced by scholars in New Zealand and overseas.</p> <p>Learning and assessment will focus on developing your specialist knowledge of current issues in your field or discipline. You will graduate with specialised and practical knowledge within your discipline.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to analyse and evaluate the relevant literature and, design and develop scholarly arguments that demonstrate advanced and diverse thinking.</p>	<p>Studying at Masters level requires critical awareness. You will form views based on sound logic and use evidence-based argument to demonstrate high-level and diverse thinking. As you advance through your programme you will develop your critical thinking skills; evaluate and defend material and research; compare and judge disciplinary principles or issues. Your ability to design and develop your own evidence-based arguments and demonstrate advanced thinking will be assessed through your assignments.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to creatively research and analyse complex issues and develop innovative solutions.</p>	<p>Studying at Masters level is about tackling complex issues and becoming a problem solver. You will learn to become creative and systematic, using a wide range of methods, discourses and technologies to solve problems. One important aspect of your study is understanding that developing solutions is conditional upon understanding other views, perspectives and even other disciplines. Through your courses and assignments you will have opportunities to practice addressing a range of problems of increasing complexity.</p> <p>You will also learn and be assessed on research skills, which will enable you to plan and complete a significant piece of research based on an enquiry into an issue that is relevant to your discipline.</p>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to engage, communicate, and collaborate with diverse groups using multiple formats and effectively</p>	<p>Studying at Masters level is about communication and collaboration.</p> <p>You will learn effective verbal and written communication, using different media and formats. Through your courses and assignments you will learn to and present facts and ideas in a coherent and professional manner and in ways that suit a range of audiences.</p> <p>In your advanced courses you will develop the confidence to communicate complex issues to others, whether that means speaking to a group of professionals or academics or writing a scholarly paper.</p>

<p>address a range of professional and academic audiences.</p>	<p>You will be given opportunities to learn to collaborate in groups. These experiences will ensure that you are an effective member of a group, knowing how to work with others in a supportive and cooperative fashion.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to demonstrate advanced independent thought, self-reflection, ethics, and integrity.</p>	<p>Studying at Masters level involves independent thinking, self-reflection and integrity. Your studies will give you opportunities to assess your own work and reflect on and plan your development. You will learn about ethics, particularly as they relate to your research, and you will be encouraged to develop and defend your own ideas. Being able to think for yourself, and undertake independent research is an important part of demonstrating that you can work at Masters level.</p>
<p><b>Social and environmental responsibility</b></p> <p>Graduates will consider, in relation to their discipline, the potential significance of the principles underpinning both the Treaty of Waitangi and sustainability.</p>	<p>Studying at Masters level means understanding and applying the principles that underpin sustainability and the Treaty of Waitangi, where appropriate, to your discipline. Both sustainability and the Treaty of Waitangi require students to think and act holistically, and to seek to preserve valuable elements of our society, such as the natural environment, democratic politics, an inclusive economy, indigenous perspectives and cultural diversity. You will learn to think about your contribution to society. You will consider these issues as they relate to your discipline and your own research and scholarly interests.</p>

Master of Property

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability MProp	Progression – as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to apply highly specialised knowledge within the property discipline to demonstrate an advanced awareness and understanding in a global context.</p>	<p>Studying property at Masters level is about acquiring an advanced knowledge including understanding the nature of different perspectives and controversies within the property discipline and appreciating the nature and extent of our knowledge. Through your courses you will have opportunities to develop a strong basis in terms of the relevant property theory, knowledge and practice, understanding how it all fits into a global context. You will learn about practice and theory, drawing on literature produced by scholars in New Zealand and overseas. Learning and assessment will focus on developing your specialist knowledge of current issues in the property discipline. You will graduate with specialised property and practical knowledge.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to analyse and evaluate the relevant property related literature and, design and develop scholarly arguments that demonstrate advanced and diverse thinking.</p>	<p>Studying property at Masters level requires critical awareness. You will form views based on sound logic and use evidence-based argument to demonstrate high-level and diverse thinking. As you advance through your programme you will develop your critical thinking skills; evaluate and defend material and research; compare and judge disciplinary principles or issues. Your ability to design and develop your own evidence-based arguments and demonstrate advanced thinking will be assessed through your assignments.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to creatively research and analyse complex issues and develop innovative solutions.</p>	<p>Studying property at Masters level is about tackling complex property related issues and becoming a problem solver. You will learn to become creative and systematic, using a wide range of methods, discourses and technologies to solve problems. One important aspect of your study is understanding that developing solutions is conditional upon understanding other views, perspectives and even other disciplines. Through your courses and assignments you will have opportunities to practice addressing a range of problems of increasing complexity. You will also learn and be assessed on research skills, which will enable you to plan and complete a significant piece of research based on an enquiry into a property related issue.</p>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to engage, communicate and collaborate with diverse groups using multiple formats and effectively</p>	<p>Studying property at Masters level is about communication and collaboration. You will learn effective verbal and written communication, using different media and formats. Through your courses and assignments you will learn to present facts and ideas in a coherent and professional manner and in ways that suit a range of audiences. In your advanced courses you will develop the confidence to communicate complex issues to others, whether that means speaking to a group of professionals or academics or writing a scholarly paper. You will be given opportunities to learn to work with others in a supportive and cooperative fashion.</p>

<p>address a range of professional and academic audiences.</p>	
<p><b>Independence and integrity</b></p> <p>Graduates will be able to demonstrate advanced independent thought, self-reflection, ethics and integrity.</p>	<p>Studying property at Masters level involves independent thinking, self-reflection and integrity. Your studies will give you opportunities to assess your own work and reflect on and plan your development. You will learn about ethics, particularly as they relate to your research, and you will be encouraged to develop and defend your own ideas. Being able to think for yourself, and undertake independent research is an important part of demonstrating that you can work at Masters level.</p>
<p><b>Social and environmental responsibility</b></p> <p>Graduates will consider, in relation to their discipline, the potential significance of the principles underpinning both the Treaty of Waitangi and sustainability as it applies to land and property.</p>	<p>Studying property at Masters level means understanding and applying the principles that underpin sustainability and the Treaty of Waitangi. Both sustainability and the Treaty of Waitangi require students to think and act holistically, and to seek to preserve valuable elements of our society, such as the natural environment, democratic politics, an inclusive economy, indigenous perspectives and cultural diversity. You will learn to think about your contribution to society. You will consider these issues as they relate to land and property and your own research and scholarly interests.</p>

Postgraduate Diploma in Business

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability PGDipBus	Progression - as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to demonstrate advanced knowledge of general management theory and apply this effectively in a range of contexts.</p>	<p>As a student in this programme, you will learn about discipline specific theories, knowledge and practices that are relevant to general management. Through your readings and lectures you will come to understand the strengths and weaknesses of the different theories and be able to discuss the boundary conditions of the different theories. You will also learn about managerial practices and understand when, how and why they might be effective.</p> <p>Your assessments will give you opportunities to demonstrate mastery of these theories and practices by applying them to realistic managerial situations.</p> <p>Your increased knowledge will enable you to better understand your own workplace, to diagnose problems and anticipate outcomes.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to effectively evaluate and synthesise evidence from multiple sources to develop coherent and evidence-based arguments.</p>	<p>Through your courses you will learn to draw on a range of perspectives. You will be able to assemble, evaluate and synthesise information to assess the quality of evidence based arguments.</p> <p>The program will enhance your skills in: questioning assumptions, detecting false logic or reasoning, and developing insights from a wide range of evidence. You will practice these skills by critiquing the work of others, by building arguments and defending your reasoning.</p> <p>Course assessments will focus on how you can apply critical thinking in constructing reasoned arguments and justifying conclusions.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to frame and analyse complex problems, develop practical solutions, and understand the impact and implications of planned implementation.</p>	<p>Your courses will introduce you to progressively more complex business problems and equip you with the techniques to address them. You will be taught how to analyse and frame problems and opportunities. You will also be taught ways to generate and select from potential solutions.</p> <p>The courses will cover ways to recognise and compare the organisational impact of implementing alternative solutions. You will learn to create implementation plans that take into account a diverse set of constraints, including organisational culture and often contradictory expectations of various stakeholders.</p> <p>These solution-seeking skills will be taught through real case studies of business here and overseas. You will also learn by sharing ideas and experiences with your fellow students.</p> <p>In your assessments you will be expected to apply the problem-solving techniques you have been taught, to frame problems effectively, apply analysis and management science tools and make realistic and contextually relevant decisions.</p>
<p><b>Communication and engagement</b></p>	<p>Postgraduate coursework requires you to build on pre-existing communication skills in a variety of ways, including the development of formal and informal written and oral presentation. You will learn to work with a range of communication media and to apply your skills to new contexts and settings. You will learn to write professional business reports and to convey your ideas in a succinct and persuasive manner.</p>

<b>Capability PGDipBus</b>	<b>Progression - as you progress through your programme you will learn and be assessed in this way:</b>
<p>Graduates will be able to work effectively in teams and engage varied audiences by communicating professionally using multiple formats.</p>	<p>Collaboration, networking, building rapport, and influence are important aspects of the ways you engage with others in business as are supporting and encouraging others. You can expect to develop these capabilities through your courses and assessments.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to engage in independent and ethical decision-making and behaviour, demonstrating self-reflection and self-management in complex and ambiguous situations.</p>	<p>Your study will encourage the independent thinking, continuous learning and self-reflection required to negotiate new business and career challenges. In your courses you will encounter tasks that encourage enquiry, open-mindedness, self-management, accountability, resilience, proactivity and adaptability.</p> <p>You will study the ethics of business and develop your own ethical principles and practices. Academic integrity and professional ethics will be reinforced throughout your coursework.</p> <p>Assignments will develop your effectiveness by enhancing your ability to identify and focus on the most important ethical and business issues, to make decisions based on explicit principles and to form and defend your views.</p>
<p><b>Social and environmental responsibilities</b></p> <p>Graduates will recognise, in relation to their field, the potential significance of the principles underpinning the Treaty of Waitangi and sustainability, and demonstrate capability to shape business practice accordingly where appropriate.</p>	<p>As part of your postgraduate studies, you will be encouraged to deepen your understanding of the principles that underpin the Treaty of Waitangi, the stakeholder approach, and sustainability. You will learn the importance of constructive approaches to diversity and to consider the framework of social, environmental and economical responsibility which affects, and is affected by, the way that business operates.</p> <p>The programme will cover the importance of social responsibility and the ethical standards of business managers in influencing how businesses impact the environment.</p>



Master of Business Administration

**Appendix 2c:** Template for recording programme capabilities & progression statements

<b>Capability MBA</b>	<b>Progression - As you progress through your programme you will learn and be assessed in this way:</b>
<p><b>Disciplinary knowledge</b></p> <p>Building on their existing experience, graduates will be able to demonstrate advanced knowledge of general management theory and apply this effectively in a range of contexts.</p>	<p>As a Master’s student in business you will learn about discipline specific theories, knowledge and practices that are relevant to general management; when, how and why they might be effective. In your advanced courses you will be asked to demonstrate the ability to integrate management theories and different sources of information across disciplines and contexts. This will enable you to solve complex managerial challenges and to appreciate the global context in which we operate.</p> <p>During your courses you will be taught how to locate and use good quality business information. You will also practice working with complex, partial and contradictory knowledge. You will learn to draw on theory and your knowledge of practice to identify the limits of current knowledge and gaps in understanding.</p> <p>Your assessments will give you opportunities to demonstrate mastery of these theories and practices by applying them to realistic but unfamiliar managerial situations. In your more advanced assessments you will be expected to develop possible courses of action based on knowledge and theory and show your capacity for integrative thinking.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to effectively evaluate and synthesise evidence from multiple sources to develop coherent and evidence-based arguments.</p>	<p>Through your courses you will learn to draw on a range of perspectives and assemble, evaluate and synthesising information to assess the quality of build evidence based arguments. In your advanced courses you will be taught more sophisticated thinking and analysis techniques to enhance your critical thinking skills. These will enable you to reflect on your own specialised knowledge and think more deeply in order to create new insights. You will learn to interrogate your own assumptions and conclusions, think reflexively and to combine the big picture with detailed analyses.</p> <p>Course assessments will focus on how you can apply critical thinking in constructing reasoned arguments and justifying conclusions. By working both independently or in groups on substantial, complex and uncertain issues you will have many opportunities to practice and hone your thinking skills.</p> <p>Once you have completed your courses, you will be able to critically use disciplinary knowledge, practice based evidence and research to address situations and issues.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to identify, prioritise, frame and analyse complex problems, develop creative and practical solutions, and understand the impact and implications of planned implementation.</p>	<p>Your courses will introduce you to progressively more complex business problems and equip you with the techniques to address them. You will be taught how to analyse and frame problems and opportunities. You will also be taught ways to generate and select from potential solutions. As you progress to more advanced courses you will be able to accurately diagnose problems to determine how to approach them. You will enhance your skills and be expected to deal with more complex issues, develop alternative solutions using more sophisticated techniques, accurately assess the long term implications of decisions and think strategically.</p> <p>The programme will provide opportunities to further develop your problem-solving skills, with a particular emphasis on being able to propose creative solutions that are both viable and sustainable. You will be expected to conduct research to address business and management issues either individually or as part of a team.</p> <p>Your solution seeking abilities will be developed and assessed throughout the programme. In one of your final courses you will conduct a well-documented project to demonstrate your mastery of problem-solving and solution seeking.</p>

<b>Capability MBA</b>	<b>Progression - As you progress through your programme you will learn and be assessed in this way:</b>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to work effectively in teams, influence and lead others, and engage varied audiences by communicating professionally using multiple formats.</p>	<p>Postgraduate coursework requires you to build on pre-existing communication skills in a variety of ways, including the development of formal and informal written and oral presentation. You will learn to write professional business reports and to convey your ideas in a succinct and persuasive manner. In your advanced courses you will learn to write at a level that contributes to current managerial debates and your oral and written presentations will demonstrate your ability to convey complex ideas and inspire diverse audiences.</p> <p>Managers effect change through collaboration, networking, building rapport and personal influence, and this often requires working in and through networks. Your advanced work will encourage you to be proactive in building a network to access and employ resources that you do not own.</p> <p>Your advanced courses will give you opportunities to learn about and take on leadership roles including task allocation, direction setting, negotiation, managing performance, and coaching others.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to engage in independent and ethical decision-making and behaviour, demonstrating self-reflection and self-management in complex situations.</p>	<p>Your study will encourage the independent thinking, continuous learning and self-reflection required to negotiate new business and career challenges. In your courses you will encounter tasks that encourage enquiry, open-mindedness, self-management, accountability, resilience, proactivity and adaptability. You will study the ethics of business and develop your own ethical principles and practices.</p> <p>As you undertake advanced courses and conduct independent research, your ability to plan, reflect and self-manage will be tested. You will be taught ways to consider multiple perspectives to identify complex ethical dimensions and make considered and fair recommendations.</p> <p>Your studies will develop your practices in continued self-development and lifelong learning. The intellectual independence and self-management skills you have gained will provide a foundation for ongoing advancement in your personal and business life.</p>
<p><b>Social and environmental responsibilities</b></p> <p>Graduates will recognise, in relation to their field, the potential significance of the principles underpinning the Treaty of Waitangi and sustainability, and demonstrate capability to shape business practice accordingly where appropriate.</p>	<p>You will learn how to approach problems in day-to-day business life by applying the principles underpinning the Treaty of Waitangi and by considering global perspectives. You will learn the importance of constructive approaches to diversity and be asked to consider the framework of social, environmental and economical responsibility which affects the way that business operates. As businesses take a larger role in societal issues, it is important for you to develop your ability to navigate these concerns.</p>

Postgraduate Certificate in Commercialisation and Entrepreneurship

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability PGCertCE	Progression - as you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Graduates will be able to demonstrate advanced knowledge of the theories and practices of innovation, commercialisation and entrepreneurial processes and the ability to apply this knowledge effectively in the context of high uncertainty and risk.</p>	<p>You will learn about discipline specific theories, knowledge and practices that are relevant to research commercialisation, innovation management and entrepreneurship. Through your readings and lectures you will come to understand the strengths and weaknesses of the different theories and knowledge domains. You will also learn about managerial practices within the field and understand when, how and why they might be effective. Your assessments will give you opportunities to demonstrate mastery of these theories and practices by applying them to realistic situations. Your increased knowledge will enable you to better understand your own workplace, entrepreneurial opportunity and/or innovation, and to diagnose problems and anticipate outcomes.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to effectively evaluate and synthesise evidence from multiple sources in the context of high uncertainty and innovation.</p>	<p>Through your courses you will learn to draw on a range of perspectives. You will be able to assemble, evaluate and synthesise information to build evidence based arguments. The program will enhance your skills in critical and entrepreneurial thinking. You will learn to question assumptions, detect false logic or reasoning, and develop insights from a wide range of evidence. You will practice these skills by critiquing the work of others, by building arguments and defending your reasoning.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to effectively frame complex problems, use entrepreneurial thinking to identify and implement appropriate processes, and apply systematic learning to move processes towards a desirable solution/outcome.</p>	<p>Your courses will introduce you to progressively more complex business problems and equip you with the techniques to address them. You will be taught how to analyse and frame problems and opportunities. You will also learn ways to generate and select from potential solutions. You will learn how to extend beyond an existing problem set to identify new and expansive opportunities. The programme will foster your entrepreneurial thinking to identify and implement processes to move the commercial activity forward. These solution seeking skills will be taught through real cases studies of business here and overseas. You will attend lectures delivered by industry experts and academics who research these areas. You will also learn by sharing ideas and experiences with your fellow students. In your assessments you will be expected to apply the problem solving techniques you have been taught, to frame problems effectively, apply entrepreneurial and innovation management tools to guide and manage action.</p>

<b>Capability PGCertCE</b>	<b>Progression - as you progress through your programme you will learn and be assessed in this way:</b>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to work effectively in teams and communicate orally and in writing using a range of media, and demonstrate effective interpersonal skills in diverse contexts.</p>	<p>Postgraduate coursework requires you to build on pre-existing communication skills in a variety of ways, including the development of formal and informal written and oral presentations. You will learn to work with a range of communication media and to apply your skills to new contexts and settings. You will learn to professionally communicate key aspects related to innovation, entrepreneurship and research commercialisation. You will also learn how to engage others with your ideas.</p> <p>Collaboration, networking, building rapport, and influence are important aspects of the ways you engage with others in business as are supporting and encouraging others. You can expect to develop these capabilities through your courses and assessments.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to work autonomously and ethically, demonstrating self-management and self-reflection in uncertain and complex situations.</p>	<p>Your study will encourage the independent thinking, continuous learning and self-reflection required to negotiate new business and career challenges. In your courses you will encounter tasks that encourage enquiry, entrepreneurship, innovation, open-mindedness, self-management, accountability, resilience, proactivity and adaptability.</p> <p>You will study the ethics of business and develop your own ethical principles and practices. Academic integrity and professional ethics will be reinforced throughout your coursework.</p> <p>Assignments will develop your effectiveness by enhancing your ability to identify and focus on the most important ethical and business issues, to make decisions based on explicit principles and to form and defend your views.</p>
<p><b>Social and environmental responsibilities</b></p> <p>Graduates will be able to make business decisions that reflect an understanding of their environmental, social responsibilities and of the principles underpinning the Treaty of Waitangi and sustainability.</p>	<p>As part of your postgraduate studies, you will be introduced to ideas surrounding sustainability and the stakeholder approach. You will also be asked to consider the framework of laws and rules (including the principles underpinning the Treaty of Waitangi), and social responsibility which affects, and is affected by, the way that business operates.</p> <p>The programme will cover the importance of social responsibility and the ethical standards of business managers in influencing how businesses impact the environment.</p>

Master of Commercialisation and Entrepreneurship

**Appendix 2c:** Template for recording programme capabilities & progression statements

Capability MCE	Progression - As you progress through your programme you will learn and be assessed in this way:
<p><b>Disciplinary knowledge</b></p> <p>Building on their existing experience, graduates will be able to demonstrate advanced knowledge of the theories and practices of innovation, commercialisation and entrepreneurial processes and the ability to apply this knowledge effectively in the context of high uncertainty and risk.</p>	<p>As a Masters student in business you will learn about discipline specific theories, knowledge and practices that are relevant to research commercialisation, innovation management and entrepreneurship. In your advanced courses you will be asked to demonstrate the ability to integrate relevant theories and different sources of information across disciplines relevant to practices of research commercialisation, innovation management and entrepreneurship in order to solve commercialisation challenges.</p> <p>During your courses you will learn how to locate and use good quality business information. You will also practice working with complex, partial and contradictory knowledge. You will be required to systematically apply theories to complex and open-ended problems and issues associated with research commercialisation.</p> <p>Your assessments will give you opportunities to demonstrate mastery of these theories and practices by applying them to realistic but unfamiliar situations. In your more advanced assessments you will be expected to develop possible courses of action based on knowledge and theory and show your capacity for systematic and creative thinking.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to effectively evaluate and synthesise evidence from multiple sources in the context of high uncertainty and innovation.</p>	<p>Through your courses you will learn to draw on a range of perspectives and assemble, evaluate and synthesise information to assess the quality of evidence based arguments. In your advanced courses you will learn more sophisticated thinking and analysis techniques to enhance your critical thinking skills. You will learn to interrogate your own assumptions and conclusions, think reflexively and to combine the big picture with detailed analyses.</p> <p>Course assessments will focus on how you can apply critical thinking in constructing reasoned arguments and justifying conclusions. By working both independently or in groups on substantial, complex and uncertain issues you will have many opportunities to practice and hone your thinking skills.</p> <p>Once you have completed your courses, you will be able to identify, critically assess and justify the choice of theories to solve multifaceted challenges related to innovation and research commercialisation in the context of high uncertainty and risk.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to effectively identify, prioritise and frame complex problems, use entrepreneurial thinking to identify and implement appropriate processes, and apply systematic learning to move processes towards a desirable solution/outcome.</p>	<p>Your courses will introduce you to progressively more complex business problems and equip you with the techniques to address them. You will be taught how to analyse and frame problems and opportunities. You will also learn ways to generate and select from potential solutions.</p> <p>As you progress to more advanced courses you will be able to assess the context of a problem, and design appropriate learning processes to act in a non-deterministic manner despite high levels of uncertainty and risk. You will enhance your skills and be expected to deal with more complex issues, develop alternative solutions using more sophisticated techniques, accurately assess feedback from action and think strategically about innovation and research commercialisation.</p> <p>The programme will provide opportunities to further develop your problem-solving skills, with a particular emphasis on being able to propose creative solutions that are both viable and sustainable. You will be expected to conduct research either individually or as part of a team to address innovation and commercialisation issues.</p>

<b>Capability MCE</b>	<b>Progression - As you progress through your programme you will learn and be assessed in this way:</b>
	<p>Your solution seeking abilities will be developed and assessed throughout the programme. In your final courses you will conduct a commercialisation assessment of a real early-stage research-based technology to demonstrate your mastery of problem-solving and solution seeking.</p>
<p><b>Communication and engagement</b></p> <p>Graduates will be able to work effectively in teams and communicate orally and in writing using a range of media, and demonstrate effective interpersonal skills in diverse contexts.</p>	<p>Postgraduate coursework requires you to build on pre-existing communication skills in a variety of ways, including the development of formal and informal written and oral presentation. You will learn to work with a range of communication media and to apply your skills to new contexts and settings. You will learn to communicate professionally key aspects related to innovation, entrepreneurship and research commercialisation</p> <p>In your advanced courses you will learn oral and written presentation skills which will demonstrate your ability to convey complex ideas and inspire diverse audiences. Your advanced work will encourage you to be proactive in building a network to access and employ resources that you do not own.</p> <p>Your advanced courses will give you opportunities to learn about team work, personal influence and networking in situations with high levels of uncertainty and risk.</p>
<p><b>Independence and integrity</b></p> <p>Graduates will be able to work autonomously and ethically, demonstrating self-management and self-reflection in uncertain and complex situations.</p>	<p>Your study will encourage the independent thinking, continuous learning and self-reflection required to negotiate new business and career challenges. In your courses you will encounter tasks that encourage enquiry, entrepreneurship, innovation, open-mindedness, self-management, accountability, resilience, proactivity and adaptability. You will study the ethics of business and develop your own ethical principles and practices. As you undertake advanced courses and conduct independent research, your ability to plan, create, reflect and self-manage will be tested. You will learn ways to consider multiple perspectives to identify complex ethical dimensions and make considered and fair recommendations.</p> <p>Your studies will develop your practices in continued self-development and lifelong learning. The intellectual independence and self-management skills you have gained will provide a foundation for ongoing advancement in your personal and business life.</p>
<p><b>Social and environmental responsibilities</b></p> <p>Graduates will be able to make business decisions that reflect an understanding of their environmental, social responsibilities and of the principles underpinning the Treaty of Waitangi and sustainability.</p>	<p>As part of your postgraduate studies, you will be introduced to ideas surrounding sustainability and the stakeholder approach. You will also be asked to consider the framework of laws and rules (including the principles underpinning the Treaty of Waitangi), and social responsibility which affects, and is affected by, the way that business operates.</p> <p>The more advanced courses emphasize more the practical implementation of ideas introduced nearer the beginning of your studies.</p> <p>You will learn how to approach problems in day-to-day business life by applying the different viewpoints surrounding diversity, social and environmental responsibility covered earlier on.</p> <p>As businesses take a larger role in societal issues, it is important for you to develop your ability to navigate these concerns.</p>

Master of Management  
Master of Professional Accounting  
Master of International Business  
Master of Marketing

**Appendix 2c:** Template for recording programme capabilities & progression statements

<b>Capability</b> <b>MMgt</b> <b>MProfAcctg</b> <b>MIntBus</b> <b>MMktg</b>	<b>Progression - as you progress through your programme you will learn and be assessed in this way:</b>
<b>Disciplinary knowledge</b>  Graduates will be able to demonstrate an advanced understanding of theory and practice and apply this in current management contexts.	As a first year, Masters student in business you will gain knowledge of key theoretical frameworks and a practical understanding of key elements of business processes, strategies and policies. In addition, you will gain an understanding of international perspectives of business and economic activity. In your advanced courses you will be dealing with greater complexity. You will gain an integrated understanding of the concepts and frameworks and show how this enables you to more effectively diagnose, respond to and address complex, strategically focused issues. Through your study you will come to understand the strengths, weaknesses and limitations of the different theories. You will also learn about managerial practices and understand when, how and why they might be effective. Your assessments will give you opportunities to demonstrate mastery of these theories and practices by applying them to realistic managerial situations.
<i>MProfAcctg</i>  Graduates will be able to demonstrate specialist knowledge relevant to professional accountancy practice.	Your programme of study will extend to the specialist field of professional accountancy with its emphasis on accounting, auditing, taxation and related topic areas. As you move through the programme you will learn to synthesise the knowledge, concepts and frameworks in professional accountancy and show how these can be used to support strategic decision-making.
<i>MIntBus</i>  Graduates will be able to demonstrate specialist knowledge in the field of international business and be	Your programme of study will extend to focus on international business. You will explore the international trade and financial environment within which global organisations operate and the operations and strategy of international firms operating in the Asia-Pacific. As you move through the programme you will learn to synthesise and apply the relevant international business concepts and frameworks to practice and show how they can be used to support strategic decision-making and build competitive advantages.

<p><b>Capability</b> <b>MMgt</b> <b>MProfAcctg</b> <b>MIntBus</b> <b>MMktg</b></p>	<p><b>Progression - as you progress through your programme you will learn and be assessed in this way:</b></p>
<p>able to apply relevant theoretical frameworks to practice.</p>	
<p><i>MMktg</i></p> <p>Graduates will be able to demonstrate specialist knowledge in the field of marketing and be able to apply relevant theoretical frameworks to practice.</p>	<p>Your programme of study will extend to focus on marketing. You will explore the role of marketing strategy in shaping organisational objectives of globally oriented firms and contemporary issues such as the impact of social media and digital channels. As you move through the programme you will learn to synthesise and apply the relevant marketing concepts and frameworks to practice and show how they can be used to support strategic decision-making.</p>
<p><b>Critical thinking</b></p> <p>Graduates will be able to synthesise and critically evaluate ideas and information from multiple sources to develop coherent and evidence-based arguments.</p>	<p>Through your courses you will learn to draw on a range of perspectives and assemble, evaluate and synthesise relevant evidence to reach conclusions that support business decisions. You will develop your skills in questioning assumptions and detecting false logic or reasoning. You will practice these skills by critiquing the work of others, by building arguments and defending your reasoning.</p> <p>In your advanced courses you will enhance your critical thinking skills in order to create new insights. You will learn to interrogate your own assumptions and conclusion, think reflexively and to combine the big picture with detailed analysis.</p> <p>Coursework and assessments will focus on how you can apply critical thinking in constructing reasoned arguments and justifying conclusions on complex and uncertain issues.</p>
<p><b>Solution seeking</b></p> <p>Graduates will be able to creatively and systematically address complex business and management issues and develop practical and innovative solutions.</p>	<p>Your courses will introduce you to progressively more complex business problems and equip you with the techniques to address them. You will be taught how to analyse and frame problems and opportunities. You will also learn ways to generate and select from potential solutions. In your advanced courses you will be expected to propose creative, viable solutions and implementation plans for more complex, ambiguous and strategic business issues. You will conduct research to address practical business and management issues and generalise your insights.</p> <p>The course will cover ways to recognise and compare the organisational impact of implementing alternative solutions and how to lead the implementation of complex change processes. In your most advanced courses you will also involve detailed planning of the stages of implementing a proposal.</p> <p>These solutions seeking skills will be taught through real cases studies of business here and overseas. You will attend lectures delivered by industry experts and academics who research these areas. In your assessments you will be expected to apply the problem solving techniques you have been taught, to frame problems effectively, apply analysis tools and make realistic and strategically relevant decisions.</p>
<p><b>Communication and engagement</b></p>	<p>Postgraduate coursework requires you to build on pre-existing communication skills in a variety of ways, including the development of formal and informal written and oral presentation. At this level, you can use spoken English to express yourself fluently, persuasively and spontaneously. Your</p>



<p><b>Capability</b> MMgt MProfAcctg MIntBus MMktg</p>	<p><b>Progression - as you progress through your programme you will learn and be assessed in this way:</b></p>
<p>Graduates will be able to work effectively in teams and engage diverse audiences by communicating professionally using multiple formats.</p>	<p>writing and speaking will become increasingly accurate and fluent as you deal with more complex material, engage with diverse audiences and use different styles and media. Being able to present well is an important professional skill. You will learn to present clear, detailed descriptions of complex subjects engaging diverse audiences. As you move through the course you will become capable of speaking in an impromptu manner, answering questions concisely, delivering as a professional and credible speaker. Collaboration, networking, building rapport, and influence are important aspects of the ways you engage with others in business as are supporting and encouraging others. As you will often work collaboratively in a team, you will need to formulate ideas and opinions with precision, relating your contribution skillfully to speakers from diverse backgrounds. Managers effect change through personal influence, and this often requires working in and through networks. Your advanced work will encourage you to be proactive in building a network to access and employ resources that you do not own. Your courses will also give you opportunities to learn about influence and leading people.</p>
<p><b>Independence and integrity</b> Graduates will be able to work professionally and ethically as well as demonstrate self-management in complex situations.</p>	<p>Your study will encourage the independent thinking, continuous learning and self-reflection required to negotiate new business and career challenges. When you have completed your most advanced papers you will have demonstrated a high level of adaptability and resilience which are two of the most important things you can learn if you are to do well in a high pressure, rapidly changing work environment. At the beginning of your studies you will be responsible for completing defined tasks by yourself but you will soon be expected to work in self-managing groups where you negotiate your responsibilities and tasks. As you undertake your postgraduate study and conduct independent research, your ability to work autonomously, to plan, reflect and self-manage will be tested. Business ethics and academic integrity will be reinforced throughout your course. You will learn ways to consider multiple perspectives to identify complex ethical dimensions, resolve issues and make considered and fair recommendations.</p>
<p><b>Social and environmental responsibilities</b> Graduates will be able to demonstrate respect for the principles underpinning the Treaty of Waitangi, as well as diversity, equity and sustainability, when operating in a global business environment.</p>	<p>You will be introduced to the Treaty of Waitangi and its foundational place in Aotearoa/New Zealand, acknowledging the diversity of national and international business. You will learn how social, economic, and environmental sustainability relate to business decisions. Through your courses you will demonstrate respect for the principles underpinning the Treaty as well as the importance of equity and sustainability. In your lectures and assessment you will consider the social, economic, and environmental consequences of economic and managerial decisions.</p>