

Programme Specification: Post Graduate Taught

For students starting in Academic Year 2024/25

1. Course Summary

Names of programme and award title(s)	MSc Management Postgraduate Diploma in Management Postgraduate Certificate in Management
Award type	Taught Masters
Mode of study	Full-time Part-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	Full time 12-24 months (dependent on chosen route) Part time 24-36 months (dependent on chosen route)
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele Campus
Accreditation (if applicable)	n/a
Regulator	Office for Students (OfS)
Tuition Fees	<p>UK students:</p> <p>Full-time fee for 2024/25 is £12,700</p> <p>Part-time fee for 2024/25 is £7,000*</p> <p>International students:</p> <p>Fee for 2024/25 is £21,900</p>

How this information might change: Please read the important information at <http://www.keele.ac.uk/student-agreement/>. This explains how and why we may need to make changes to the information provided in this document and to help you understand how we will communicate with you if this happens.

* We reserve the right to increase fees in subsequent years of study by an inflationary amount. Please refer to the accompanying Student Terms & Conditions for full details. Further information on fees can be found at <http://www.keele.ac.uk/studentfunding/tuitionfees/>

2. Overview of the Programme

'Poor management is estimated to cost the UK £84bn in lost productivity per year', with a need for better trained and informed managers (Chartered Management Institute Manifesto, 2017). This MSc aims to equip you with the necessary knowledge, skills and techniques to be able to understand how business is conducted and the various challenges facing managers from a strategic and operational perspective. The MSc Management seeks to develop well-rounded, thoughtful, active, reflective and practical professionals with excellent skills.

The programme covers core subjects such as: Leadership; International Operations and Supply; International Business and Accounting. These are supplemented by optional modules in areas such as: Entrepreneurship;

Human Resource Management; Strategy and Information Management. You can also choose to take a foreign language module option to complement your management programme, thus allowing you to broaden the scope of your master's study.

A distinctive feature of this programme is the opportunity to select a particular route for the final 45 credits which best suits your ambitions and development needs. You will get the opportunity to select one of the following:

- Research dissertation - An in-depth independent piece of research on an area of interest to you
- Applied dissertation - An in-depth piece of research based on a real life organizational issue
- Consultancy project - 8-12 week live consultancy project working on a project within an organisation
- Work placement - 8 weeks-12 months paid work placement
- Entrepreneurship activity^[1] - 8 weeks-12 months based in our incubation hub and supported by our entrepreneurs in residence, working on your own business idea.

Our teaching and learning strategy is wide-ranging and innovative, seeking to give you a rich learning environment that draws actively upon leading edge research, as well as current business practice.

^[1]Students who require a Study Visa to undertake the programme in the UK (including Tier 4) may not be able to select this pathway due to UK Home Office (UKVI) restrictions. If a student has existing Immigration permission (visa) to be in the UK, they may be able to carry out entrepreneurship activities depending upon the specific conditions of their visa category.

3. Aims of the programme

By fully engaging with the MSc Management programme, you will be able to develop a range of attributes and skills that not only set you apart from other Management graduates, but that will stay with you for the rest of your working life.

The programme aims to provide successful students with:

1. The ability to solve current problems in Management by applying a range of different theories, creative approaches and techniques, and developing the judgement skills to choose between them.
2. An appreciation of the social, environmental and global implications of their studies and the capability to act as a responsible manager.
3. An open and questioning approach to ideas, demonstrating curiosity, independence of thought and the ability to appreciate a range of perspectives, together with acknowledgement of the provisional and dynamic nature of our understanding of, management practice.
4. The ability to effectively utilise relevant information and communication skills.
5. The ability and motivation to participate responsibly and collaboratively as an active citizen in the communities in which they live and work: appreciate and cherish diversity; comprehend the ties between local, national and global issues; appreciate the impact of your work on management, organisations and the world of work in general.
6. The flexibility to thrive in rapidly changing and uncertain external environments and to update skills and knowledge as circumstances require.

4. What you will learn

The intended learning outcomes of the programme (what students should know, understand and be able to do at the end of the programme), can be described under the following headings:

- Subject knowledge and understanding
- Subject specific skills
- Key or transferable skills (including employability skills)

Subject knowledge and understanding

Successful students will be able to demonstrate knowledge and understanding of:

- How to solve current problems in Management by applying a range of different theories, creative approaches and techniques, and developing the judgement skills to choose between them
- The social, environmental and global implications of your studies and the capability to act as a responsible manager

Subject specific skills

Successful students will be able to:

- Demonstrate an open and questioning approach to ideas, demonstrating curiosity, independence of thought and the ability to appreciate a range of perspectives, together with acknowledgement of the provisional and dynamic nature of our understanding of, management practice
- Demonstrate the ability and motivation to participate responsibly and collaboratively as an active citizen in the communities in which you live and work: appreciate and cherish diversity; comprehend the ties between local, national and global issues; appreciate the impact of your work on management, organisations and the world of work in general

Key or transferable skills (including employability skills)

Successful students will be able to:

- Effectively utilise relevant information and communication skills

The Keele Graduate Attributes

The Keele Graduate Attributes are the qualities (skills, values and mindsets) which you will have the opportunity to develop during your time at Keele through both the formal curriculum and also through co- and extra-curricular activities (e.g., work experience, and engagement with the wider University community such as acting as ambassadors, volunteering, peer mentoring, student representation, membership and leadership of clubs and societies). Our Graduate Attributes consist of four themes: **academic expertise, professional skills, personal effectiveness, and social and ethical awareness**. You will have opportunities to engage actively with the range of attributes throughout your time at Keele: through your academic studies, through self-assessing your own strengths, weaknesses, and development needs, and by setting personal development goals. You will have opportunities to discuss your progress in developing graduate attributes with, for example, Academic Mentors, to prepare for your future career and lives beyond Keele.

5. How is the programme taught?

The mode of study is either full-time or part-time. The same teaching strategy is employed for both modes. Acquisition of knowledge and understanding is through subject specialist and guest lectures, small-group discussions and tutorials, individual consultation, guided reading and self-study, and through the research dissertation, consultancy project, placement or entrepreneurship module. These principal learning and teaching methods are assisted by a variety of other learning activities, such as group and individual presentations, individual feedback on assignments, the use of case studies and summative and formative assessment.

In addition, all modules of the taught part of the course have formative in-class activities that are not assessed but aim to provide feedback to students about their learning to improve their achievement of intended learning outcomes. A combination of group feedback and individual feedback where appropriate is provided verbally in class. The following formative activities are incorporated into the MSc Management modules:

- Lectures include a range of formative activities, including class discussions, group presentations, and exercises, to check understanding and to assist students when preparing for summative assessment.
- Tutorials focus on a range of formative activities, including class discussions, group activities, group or individual presentations, case studies, question and answer sessions, to check understanding and to assist students when preparing for summative assessment.
- Case study workshops include class participation activities related to the presentations by academics and external speakers.
- Essay guidance sessions are also provided for students to discuss their approach to the essay and to receive feedback before they submit.
- Web-based learning using the University's virtual learning environment (KLE). The KLE is used to give students easy access to a wide-range of resources and research tools.
- Independent study based on directed reading from textbooks, research monographs, and academic journals.

The final 45 credits of the programme offer you a choice between dissertation, applied dissertation, consultancy project, industrial placement or entrepreneurship:

- The **dissertation** requires independent thought and action and encourages the integration of course material with areas of individual expertise and interest. The context, data, analysis and conclusions of the study are to be presented for assessment in a dissertation. Completion of the dissertation is supported by an academic supervisor.
- The **applied dissertation** requires independent thought and action in responding to a real life organisational issue. Completion of the applied dissertation is supported by an academic supervisor.
- **Consultancy Project:** the aim is to encourage and enable you to reflect on an applied research placement and to develop and apply your skills within the management of organisations. You will work for 8-12 weeks on a consultancy project for an organisation chosen by Keele Business School. The consultancy period plus a consultancy report, presentation, reflective piece and an organisation/company assessment will constitute the module's summative assessment
- **Placement Project:** it will be your responsibility, with the support of the School's Placement Officer, to

find and secure the placement which can last between 8 weeks -12 months. The placement should be a paid work placement at a suitable level for Master's study. During your time on the placement you will be required to complete an extended project on behalf of the organisation. The project report, presentation and a reflective piece and an organisation assessment will constitute the module's summative assessment.

- **Entrepreneurship Project:** the aim is to allow you time and space to develop your own business idea. You will have access to facilities and expertise for a period of 8 weeks-12 months. During this time, you will be required to complete a portfolio of evidence, presentation to an external stakeholder and a reflective piece which will constitute the module's summative assessment.

Apart from these formal activities, you are also provided with regular opportunities to talk through particular areas of difficulty, and any individual learning needs you may have, with your module leaders on a one-to-one basis.

These learning and teaching methods enable students to achieve the learning outcomes of the programme in a variety of ways. For example:

- Lectures and independent study allow students to gain a systematic understanding of business management and how its methods of analysis may be used to investigate a variety of contemporary social problems.
- Seminars and tutorials provide opportunities for students to ask questions about, and suggest answers to problems in a responsible way, and to present their own ideas to members of staff and other students using an appropriate medium of communication.
- Seminars and tutorials encourage students to reflect on their own learning and take responsibility for its development by addressing areas of difficulty, perhaps by discussing them with their fellow students or by getting additional help from a member of staff.
- Undertaking a dissertation with the support of an experienced and active researcher allows students to formulate relevant research questions and devise a feasible and methodologically sound strategy for answering them.
- Undertaking a consultancy project allows students to opportunity to gain work experience and apply the skills developed during the taught modules in a real-life business setting.
- Participating in the work placement gives students the opportunity to gain extended work experience.
- The entrepreneurship project will enable students to develop their own business idea with the intention of building their own business.

6. Teaching Staff

The MSc Management is delivered predominately by Keele Business School (KBS), selected modules are delivered by other Schools in order to broaden student choice. KBS staff have extensive teaching, research and work experience in their fields. The School maintains a strong commitment to excellence and innovation in teaching and research. All current permanent staff have PhDs or other higher degrees or professional qualifications. All staff members engage with continuing professional development as academic teachers. All established staff have substantial teaching experience and/or formal teaching qualifications. All probationary appointments receive an intensive training programme on Teaching in Higher Education.

The University will attempt to minimise changes to our core teaching teams, however, delivery of the programme depends on having a sufficient number of staff with the relevant expertise to ensure that the programme is taught to the appropriate academic standard.

Staff turnover, for example where key members of staff leave, fall ill or go on research leave, may result in changes to the programme's content. The University will endeavour to ensure that any impact on students is limited if such changes occur.

7. What is the structure of the programme?

Keele University operates a module credit system, where each taught module on the MSc is worth 15 credits. This corresponds to 150 hours of study, which is normally broken down into taught contact hours, assessment preparation, class preparation and independent study. The programme design presumes that students attend all assigned teaching and contact times as advertised, devote adequate time to assignment preparation and supplementary readings.

The programme starts in September and January and lasts between 12 and 24 months (full time) or 24 and 36 months (part time) dependent upon the route chosen. There are eight taught modules (four per semester full-time, two per semester part-time), a 15 credit research methods module and a research dissertation, applied dissertation, consultancy project, work placement or entrepreneurship project.

The structure of the year is as follows:

For the full-time mode:

The availability of optional modules will be determined by demand and staff availability. Options are chosen to

bring the number of credits taken in each of Semester 1 and Semester 2 up to 60 (full-time).

For the part-time mode:

Options are chosen to bring the number of credits taken in each of Semester 1 (year 1 and year 2) and Semester 2 (year 1 and year 2) up to 30 per semester.

September, Semester 1 start (part time):

- MAN-40056 Leadership is taken in Semester 1 of the first year, plus one option module
- MAN-40110 International Operations and Supply is taken in Semester 1 of the second year, plus one option module.
- MAN-40118 Contemporary Challenges in Global Business is taken in Semester 2 of the first year, along with a module chosen from the second semester options.
- MAN-40058 Creativity and Personal Development is taken in Semester 2 of the second year, you can choose one module from the options.
- Research Methods is taken in Semester 2-3 of the first academic year of study.
- The summative 45cr Dissertation/Applied Dissertation/Consultancy Project/Work Placement/Entrepreneurship Project is taken in Semester 3 of the second year

January, Semester 2 start (part time):

- MAN-40118 Contemporary Challenges in Global Business is taken in Semester 2 of the first year, plus one option module.
- MAN-40058 Creativity and Personal Development is taken in Semester 2 of the second year, plus one option module.
- MAN-40110 International Operations and Supply is taken in Semester 1 of the first year, plus one option module.
- MAN-40056 Leadership is taken in Semester 1 of the second year, plus one option module
- Research Methods is taken in Semester 2-3 of the first academic year of study.

The summative 45cr Dissertation/Applied Dissertation/Consultancy Project/Work Placement/Entrepreneurship Project is taken in Semester 3 of the second year

Full time - September Start

Semester One

Title	Credits	Status
<i>MAN-40056 Leadership</i>	15	<i>Compulsory</i>
<i>MAN-40110 International Operations and Supply</i>	15	<i>Compulsory</i>
Group One - Choose at least ONE		
<i>MAN-40114 International Business Context</i>	15	<i>Option</i>
<i>ACC-40003 Accounting for Decision Making</i>	15	<i>Option</i>
<i>MAN-40128 Marketing Management in the Digital Age</i>	15	<i>Option</i>
<i>MAN-40285 Digital marketing tools and channels</i>	15	<i>Option</i>
Group Two		
<i>Choice of modern language from absolute beginners to advanced level (subject to availability)[1] -</i> <i>Mandarin Chinese (CHI-90001/3/5), French (FRE-90001/3/5/7/9), German (GER-90001/3/5/7/9) , Japanese (JAP-90001/3/5), Spanish (SPN -90001/3/5/7/9) or Russian (RUS-90001/3/5), British Sign Language (BSL-90001/3) [2]</i>	15	<i>Option</i>
<i>ENL-40017 Advanced Business English Communication for Postgraduates[3]</i>	15	<i>Option</i>

Semester Two

Title	Credits	Status
MAN 40118 Contemporary Challenges in Global Business	15	Compulsory
MAN-40058 Creativity and Personal Development	15	Compulsory
Group One - Choose at least ONE		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40170 Developing an Investable Business Plan	15	Option
MAN-40287 Integrated digital marketing	15	Option
MAN-40206 Entrepreneurship and innovation for sustainable development	15	Option
MAN-40293 Risk, Uncertainty and Managing Projects	15	Option
Group Two		
Choice of modern language from post-beginners to advanced level (subject to availability) [4] *-		
Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN -90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4) [5] **	15	Option
ENL-40017 Advanced Business English Communication for Postgraduates [6]	15	Option

The availability of option modules will be determined by demand and staff availability.

English for Academic Purposes - Please note: All new international students entering the university will sit a diagnostic language assessment. Using this assessment, the Language Centre may allocate you to an English language module which will become compulsory. *NB:* students can take an EAP module only with the approval of the English Language Programme Director and are not able to take any other Language modules in the same academic year.

Semester Three

Title	Credits	Status
MAN-40192 Research Methods*	15	Compulsory
Group One - Chose ONE		
MAN-40204 Dissertation	45	Option
MAN-40315 Applied Dissertation	45	Option
MAN-40198 Consultancy Project	45	Option
MAN-40202 Entrepreneurship Project [7]	45	Option
MAN-40200 Placement Project	45	Option

*MAN-40192 Research Methods is taken in semesters 2-3.

Full time - January Start

Semester Two

Title	Credits	Status
MAN 40118 Contemporary Challenges in Global Business	15	Compulsory
MAN-40058 Creativity and Personal Development	15	Compulsory
Group One - Choose at least ONE		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40287 Integrated digital marketing	15	Option
MAN-40293 Risk, Uncertainty and Managing Projects	15	Option
MAN-40206 Entrepreneurship and innovation for sustainable development	15	Option
Group Two		
Choice of modern language from post-beginners to advanced level (subject to availability) [8] *-	15	Option
Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN -90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4) [9] **		
ENL-40017 Advanced Business English Communication for Postgraduates [10]	15	Option

Semester Three

Title	Credits	Status
MAN-40192 Research Methods**	15	Compulsory
Group One - Choose ONE		
MAN-40204 Dissertation	45	Option
MAN-40315 Applied Dissertation	45	Option
MAN-40198 Consultancy Project	45	Option
MAN-40202 Entrepreneurship Project [11]	45	Option
MAN-40200 Placement Project	45	Option

**MAN-40192 Research Methods is taken in semesters 2-3.

Semester One

Title	Credits	Status
MAN-40056 Leadership	15	Compulsory
MAN-40110 International Operations and Supply	15	Compulsory
Group One - Choose at least ONE		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40285 Digital marketing tools and channels	15	Option
Group Two		
Choice of modern language from absolute beginners to advanced level (subject to availability) [12] - Mandarin Chinese (CHI-90001/3/5), French (FRE-90001/3/5/7/9), German (GER-90001/3/5/7/9) , Japanese (JAP-90001/3/5), Spanish (SPN -90001/3/5/7/9) or Russian (RUS-90001/3/5), British Sign Language (BSL-90001/3)	15	Option
ENL-40017 Advanced Business English Communication for Postgraduates [13]	15	Option

The availability of option modules will be determined by demand and staff availability.

[\[1\]](#) Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginner's modules are normally only offered in semester 1.

[\[2\]](#) Students successfully completing the BSL 2 or 4 module may also be able to undertake the externally accredited Signature examination

[\[3\]](#) Only available to non-native speakers (who are deemed will benefit from this module) - note this module will only run once during the year. Please check with Language Centre whether it will be in semester one or two

[\[4\]](#) Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginners modules are normally not offered in semester 2

[\[5\]](#) Students successfully completing the BSL 2 or 4 module may also be able to undertake the externally accredited Signature examination

[\[6\]](#) Only available to non-native speakers (who are deemed will benefit from this module) - note this module will only run once during the year. Please check with Language Centre whether it will be in semester one or two

[\[7\]](#) Visa restrictions may apply

[\[8\]](#) Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginners modules are normally not offered in semester 2

[\[9\]](#) Students successfully completing the BSL 2 or 4 module may also be able to undertake the externally accredited Signature examination

[\[10\]](#) Only available to non-native speakers (who are deemed will benefit from this module) - note this module will only run once during the year. Please check with Language Centre whether it will be in Semester 1 or 2

[\[11\]](#) Visa restrictions may apply

[\[12\]](#) Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginner's modules are normally only offered in semester 1.

[\[13\]](#) Only available to non-native speakers (who are deemed will benefit from this module) - note this module will only run once during the year. Please check with Language Centre whether it will be in semester 1 or 2

Part time - September Start

Year One Semester One

Title	Credits	Status
MAN-40056 Leadership	15	Compulsory
Choose ONE from:		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40285 Digital marketing tools and channels	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability) [1] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN -90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4) [2]	15	Option
ENL-40017 Advanced Business English Communication for Postgraduates [3]	15	option

Year One Semester Two

Title	Credits	Status
MAN-40118 Contemporary Challenges in Global Business	15	Compulsory
Choose ONE from:		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40170 Developing an Investable Business Plan	15	Option
MAN-40287 Integrated digital marketing	15	Option
MAN-40293 Risk, Uncertainty and Managing Projects	15	Option
MAN-40206 Entrepreneurship and innovation for sustainable development	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability) [4] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN-90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4) [5]	15	Option
ENL-40017 Advanced Business English Communication for Postgraduates [6]	15	Option

Year 1 Semester 2-3

Title	Credits	Status
MAN-40192 Research Methods	15	Compulsory

Year 2 Semester 1

Title	Credits	Status
MAN-40110 <i>International Operations and Supply</i>	15	Compulsory
Choose ONE from:		
MAN-40114 <i>International Business Context</i>	15	Option
ACC-40003 <i>Accounting for Decision Making</i>	15	Option
MAN-40128 <i>Marketing Management in the Digital Age</i>	15	Option
MAN-40285 <i>Digital marketing tools and channels</i>	15	Option

Year 2 Semester 2

Title	Credits	Status
MAN-40058 <i>Creativity and Personal Development</i>	15	Compulsory
Choose ONE from:		
MAN-40018 <i>Entrepreneurship</i>	15	Option
HRM-40044 <i>Strategic HRM</i>	15	Option
HRM-40049 <i>International Human Resources</i>	15	Option
MAN-40036 <i>Strategy and Information Management</i>	15	Option
MAN-40126 <i>Brands and Branding</i>	15	Option
MAN-40128 <i>Marketing Management in the Digital Age</i>	15	Option
MAN-40170 <i>Developing an Investable Business Plan</i>	15	Option
MAN-40287 <i>Integrated digital marketing</i>	15	Option
MAN-40293 <i>Risk, Uncertainty and Managing Projects</i>	15	Option
MAN-40206 <i>Entrepreneurship and innovation for sustainable development</i>	15	Option

The availability of option modules will be determined by demand and staff availability.

Year 2 Semester Three

Title	Credits	Status
Choose ONE from:		
MAN-40204 <i>Dissertation</i>	45	Option
MAN-40315 <i>Applied Dissertation</i>	45	Option
MAN-40198 <i>Consultancy Project</i>	45	Option
MAN-40202 <i>Entrepreneurship Project</i> [71]	45	Option
MAN-40200 <i>Placement Project</i>	45	Option

Part time - January Semester Start

Year 1 Semester 2

Title	Credits	Status
MAN-40118 Contemporary Challenges in Global Business	15	Compulsory
Choose ONE from:		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40170 Developing an Investable Business Plan	15	Option
MAN-40287 Integrated digital marketing	15	Option
MAN-40293 Risk, Uncertainty and Managing Projects	15	Option
MAN-40206 Entrepreneurship and innovation for sustainable development	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability) [8] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN-90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4) [9]	15	Option

Year 1 Semester 2-3

Title	Credits	Status
MAN-40192 Research Methods	15	Compulsory

Year 1 Semester 1

Title	Credits	Status
MAN-40110 International Operations and Supply Chains	15	Compulsory
Choose ONE from:		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40285 Digital marketing tools and channels	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability) [10] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN-90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4) [11]	15	Option
ENL-40017 Advanced Business English Communication for Postgraduates [12]	15	option

Year 2 Semester 2

Title	Credits	Status
MAN-40058 Creativity and Personal Development	15	Compulsory
Choose ONE from:		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40170 Developing an Investable Business Plan	15	Option
MAN-40293 Risk, Uncertainty and Managing Projects	15	Option
MAN-40206 Entrepreneurship and innovation for sustainable development	15	Option

Year 2 Semester 3

Title	Credits	Status
Group One - Choose ONE		
MAN-40204 Dissertation	45	Option
MAN-40315 Applied Dissertation	45	Option
MAN-40198 Consultancy Project	45	Option
MAN-40202 Entrepreneurship Project [13]	45	Option
MAN-40200 Placement Project	45	Option

Year 2 Semester 1

Title	Credits	Status
MAN-40056 Leadership	15	Compulsory
Choose ONE from:		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
MAN-40285 Digital marketing tools and channels	15	Option

[1] Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginners modules are normally not offered in semester 2

[2] Students successfully completing the BSL 2 or 4 module may also be able to undertake the externally accredited Signature examination

[3] Only available to non-native speakers (who are deemed will benefit from this module) - note this module will only run once during the year. Please check with Language Centre whether it will be in semester one or two

[4] Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginners modules are normally not offered in semester 2

[5] Students successfully completing the BSL 2 or 4 module may also be able to undertake the externally accredited Signature examination

[6] Only available to non-native speakers (who are deemed will benefit from this module) - note this module will only run once during the year. Please check with Language Centre whether it will be in semester one or two

[7] Visa restrictions may apply

[8] Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginners' modules are normally not offered in the Semester 2

[9] Students successfully completing the BSL 2 or 4 module may also be able to undertake the externally accredited Signature examination

[10] Placement on appropriate language level by the Language Centre at the start of the academic year. Please note that absolute beginners' modules are normally not offered in Semester 2

[11] Students successfully completing the BSL 2 or 4 module may also be able to undertake the externally accredited Signature examination

[12] Only available to non-native speakers (who are deemed will benefit from this module) - note this module will only run once during the year. Please check with Language Centre whether it will be in semester one or two

[13] Visa restrictions may apply

Learning Outcomes

The table below sets out what students learn in the programme and the modules in which that learning takes place. Details of how learning outcomes are assessed through these modules can be found in module specifications.

Level 7

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
<p>The ability to solve current problems in Management by applying a range of different theories, creative approaches and techniques, and developing the judgement skills to choose between them.</p>	<p>MAN-40056 Leadership MAN-40110 International Operations and Supply MAN-40114 International Business Context ACC-40003 Accounting for Decision Making MAN-40128 Marketing Management in the Digital Age MAN-40118 Contemporary Challenges in Global Business MAN-40058 Creativity and Personal Development MAN-40018 Entrepreneurship MAN-40293 Risk, Uncertainty and Managing Projects HRM-40044 Strategic HRM HRM-40049 International Human Resources MAN-4036 Strategy and Information Management MAN-40126 Brands and Branding MAN-40170 Developing an Investable Business Plan MAN-40192 Research Methods MAN-40204 Dissertation MAN-40198 Consultancy Project MAN-40202 Entrepreneurship Project MAN-40200 Placement Project MAN-40315 Applied Dissertation</p>
<p>An appreciation of the social, environmental and global implications of your studies and the capability to act as a responsible manager</p>	<p>MAN-40056 Leadership MAN-40110 International Operations and Supply MAN-40114 International Business Context ACC-40003 Accounting for Decision Making MAN-40128 Marketing Management in the Digital Age MAN-40118 Contemporary Challenges in Global Business MAN-40058 Creativity and Personal Development MAN-40018 Entrepreneurship MAN-40293 Risk, Uncertainty and Managing Projects HRM-40044 Strategic HRM HRM-40049 International Human Resources MAN-4036 Strategy and Information Management MAN-40126 Brands and Branding MAN-40170 Developing an Investable Business Plan MAN-40192 Research Methods MAN-40204 Dissertation MAN-40198 Consultancy Project MAN-40202 Entrepreneurship Project MAN-40200 Placement Project MAN-40315 Applied Dissertation</p>

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
<p>An open and questioning approach to ideas, demonstrating curiosity, independence of thought and the ability to appreciate a range of perspectives, together with acknowledgement of the provisional and dynamic nature of our understanding of, management practice.</p>	<p>MAN-40056 Leadership MAN-40110 International Operations and Supply MAN-40114 International Business Context ACC-40003 Accounting for Decision Making MAN-40128 Marketing Management in the Digital Age MAN-40118 Contemporary Challenges in Global Business MAN-40058 Creativity and Personal Development MAN-40018 Entrepreneurship MAN-40293 Risk, Uncertainty and Managing Projects HRM-40044 Strategic HRM HRM-40049 International Human Resources MAN-4036 Strategy and Information Management MAN-40126 Brands and Branding MAN-40170 Developing an Investable Business Plan MAN-40192 Research Methods MAN-40204 Dissertation MAN-40198 Consultancy Project MAN-40202 Entrepreneurship Project MAN-40200 Placement Project MAN-40315 Applied Dissertation</p>
<p>The ability and motivation to participate responsibly and collaboratively as an active citizen in the communities in which you live and work: appreciate and cherish diversity; comprehend the ties between local, national and global issues; appreciate the impact of your work on management, organisations and the world of work in general.</p>	<p>MAN-40056 Leadership MAN-40110 International Operations and Supply MAN-40114 International Business Context ACC-40003 Accounting for Decision Making MAN-40128 Marketing Management in the Digital Age MAN-40118 Contemporary Challenges in Global Business MAN-40058 Creativity and Personal Development MAN-40018 Entrepreneurship MAN-40293 Risk, Uncertainty and Managing Projects HRM-40044 Strategic HRM HRM-40049 International Human Resources MAN-4036 Strategy and Information Management MAN-40126 Brands and Branding MAN-40170 Developing an Investable Business Plan MAN-40192 Research Methods MAN-40204 Dissertation MAN-40198 Consultancy Project MAN-40202 Entrepreneurship Project MAN-40200 Placement Project MAN-40315 Applied Dissertation</p>

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
The ability to effectively utilise relevant information and communication skills.	MAN-40056 Leadership MAN-40110 International Operations and Supply MAN-40114 International Business Context ACC-40003 Accounting for Decision Making MAN-40128 Marketing Management in the Digital Age MAN-40118 Contemporary Challenges in Global Business MAN-40058 Creativity and Personal Development MAN-40018 Entrepreneurship MAN-40293 Risk, Uncertainty and Managing Projects HRM-40044 Strategic HRM HRM-40049 International Human Resources MAN-4036 Strategy and Information Management MAN-40126 Brands and Branding MAN-40170 Developing an Investable Business Plan MAN-40192 Research Methods MAN-40204 Dissertation MAN-40198 Consultancy Project MAN-40202 Entrepreneurship Project MAN-40200 Placement Project MAN-40315 Applied Dissertation

8. Final and intermediate awards

Master's Degree	180 credits	Students will require at least 180 credits at Level 7
Postgraduate Diploma	120 credits	Students will require at least 120 credits at Level 7
Postgraduate Certificate	60 credits	Students will require at least 60 credits at Level 7

9. How is the Programme Assessed?

The function of the assessments listed in the table above is to test students' attainment of the learning outcomes. For example:

- **Essays**, including those based on case study material, test the quality and application of subject knowledge. In addition they allow students to demonstrate their ability to carry out basic bibliographic research and to communicate their ideas effectively in writing in an appropriate scholarly style using the Harvard, or recognised alternative, system of referencing.
- **Exercises** test a student's ability to frame and solve analytical and numerical questions. They demonstrate student competence and familiarity with a range of mathematical techniques that form the everyday tool-kit of the modern economist.
- **Literature reviews and research reports** test a student's knowledge of different research methodologies and the limits and provisional nature of knowledge. They also enable students to demonstrate their ability to formulate research questions and to answer them using an appropriate

strategy.

- **Oral presentations and reflective report** assess a student's subject knowledge and understanding. They also test the ability to work effectively as members of a team, to communicate what they know orally and visually, and to reflect on these processes as part of their own personal development.
- **Unseen examinations** in different formats test students' core and in-depth knowledge as well as their ability to apply that knowledge responsibly in understanding social problems. Examinations may consist of essay, short answer and/or multiple choice questions.
- **Dissertation** tests a student's ability to work independently, to formulate a research topic and questions, to develop an appropriate research methodology, and to demonstrate mastery of the topic through a critical engagement with the literature, the quality of its presentation and the ability to draw together all the strands of a particular argument into the approach to the solution to an academic question.
- **Consultancy project** tests students' ability to work independently and with business clients on a project of benefit to the organisation. In doing so, the student will develop an appropriate research methodology and demonstrate mastery of the subject by applying to a business context. Through the final report and presentation, the student will demonstrate the ability to draw together all the strands of a particular argument into the approach to the solution to a business problem.
- **Work Placement report** tests students' ability to work independently and with business clients on a project of benefit to the organisation. In doing so, the student will develop an appropriate research methodology and demonstrate mastery of the subject by applying to a business context. Through the final report and presentation, the student will demonstrate the ability to draw together all the strands of a particular argument into the approach to the solution to a business problem.
- **Entrepreneurship portfolio** tests the students' ability to present evidence of entrepreneurial activity and rigorous engagement with the activity designed to support the development of their new business venture.

Marks are awarded for summative assessments designed to assess students' achievement of learning outcomes. Students are also assessed formatively to enable them to monitor their own progress and to assist staff in identifying and addressing any specific learning needs. Formative assessment occurs throughout the programme and is provided with feedback - on both the quality of their academic work and the development of their subject knowledge and understanding. Feedback, including guidance on how students can improve the quality of their work, is also provided on all summative assessments and more informally in the course of tutorial and seminar discussions.

10. Accreditation

This programme does not have accreditation from an external body.

11. University Regulations

The University Regulations form the framework for learning, teaching and assessment and other aspects of the student experience. Further information about the University Regulations can be found at:

<http://www.keele.ac.uk/student-agreement/>

If this programme has any exemptions, variations or additions to the University Regulations these will be detailed in an Annex at the end of this document titled 'Programme-specific regulations'.

12. What are the typical admission requirements for the Programme?

See the relevant course page on the website for the admission requirements relevant to this programme:

<https://www.keele.ac.uk/study/>

International students who do not meet all direct entry requirements for this course may have the opportunity to study a Pre-Master's programme at the Keele University International College.

Recognition of Prior Learning (RPL) is considered on a case-by-case basis and those interested should contact the Programme Director. The University's guidelines on this can be found here:

<https://www.keele.ac.uk/qa/programmesandmodules/recognitionofpriorlearning/>

13. How are students supported on the programme?

Support for student learning on the Programme is provided in the following ways:

- Module leaders are responsible for providing support for learning on the modules and in the tutorial groups for which they are responsible. They also give individual feedback on in-course assessments and more general feedback on examinations. Module leaders have set student consultation hours each week and students are encouraged to attend these hours to get specific help and support for their learning. Module leaders are available to see students at other times by appointment (usually via email).
- The Programme Director assumes responsibility for monitoring overall student progress through the subject, undertaking progress reviews and providing a general point of contact for students in Management. The Programme Director may be consulted on a wide range of issues and, among other

things, commonly may be approached to provide a reference for job and other applications.

- Academic Mentors can also act as a first point of contact for students on non-academic issues which may affect their learning and can refer students to a range of specialist health, welfare and financial services coordinated by the University's Student Services Centre.
- Additional help for international students is also available from the Language Centre.

14. Learning Resources

Teaching on the MSc Management largely takes place in the Smart Innovation Hub which is a new state-of-the-art home for Keele Business School. Consisting of lecture theatres, Think Lab, Business Lounge, Big-Data laboratory, Business Incubator, and Creative Playroom, the facility offers students opportunities to think, create and commercialise.

The learning resources available to students on the Programme include:

- The extensive collection of business and management materials relevant to postgraduate study held in the University Library. Built up over an extensive period of delivering Management at this level, these materials include books, journals and government publications. Much of this material is also accessible online to Keele students from anywhere in the world with a University username and password.
- The Keele Learning Environment (KLE) which provides easy access to a wide range of learning resources including lecture notes, electronic materials available in a repository maintained by the University Library and other resources - video, audio and text-based - accessible from external providers via the internet.

15. Other Learning Opportunities

The programme includes activities such as team-building exercises and consultancy exercises involving real-life business problems set by local companies.

Students may also have the opportunity to engage in short paid innovation projects with local businesses, to attend workshops and lectures from prominent external industrial speakers, to visit to organisations and to engage in wider networking and collaboration events.

16. Additional Costs

As to be expected there will be additional costs for inter-library loans and potential overdue library fines, print and graduation. We do not anticipate any further costs for this programme.

17. Quality management and enhancement

The quality and standards of learning in this programme are subject to a continuous process of monitoring, review and enhancement.

- The School Education Committee is responsible for reviewing and monitoring quality management and enhancement procedures and activities across the School.
- Individual modules and the programme as a whole are reviewed and enhanced every year in the annual programme review which takes place at the end of the academic year.
- The programmes are run in accordance with the University's Quality Assurance procedures and are subject to periodic reviews under the Revalidation process.

Student evaluation of, and feedback on, the quality of learning on every module takes place every year using a variety of different methods:

- The results of student evaluations of all modules are reported to module leaders and reviewed by the Programme Committee as part of annual programme review.
- Findings related to the programme from the annual Postgraduate Taught Experience Survey (PTES), and from regular surveys of the student experience conducted by the University, are subjected to careful analysis and a planned response at programme and School level.
- Feedback received from representatives of students on the programme is considered and acted on at regular meetings of the Student Staff Voice Committee.

The University appoints senior members of academic staff from other universities to act as external examiners on all programmes. They are responsible for:

- Approving examination questions
- Confirming all marks which contribute to a student's degree
- Reviewing and giving advice on the structure and content of the programme and assessment procedures

Information about current external examiner(s) can be found here:

<http://www.keele.ac.uk/ga/externalexaminers/currentexternalexaminers/>

18. The principles of programme design

The programme described in this document has been drawn up with reference to, and in accordance with the guidance set out in, the following documents:

- a. UK Quality Code for Higher Education, Quality Assurance Agency for Higher Education: <http://www.qaa.ac.uk/quality-code>
- b. QAA Subject Benchmark Statement: Masters Degrees in Business and Management (2015): www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16
- c. Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

Version History

This document

Date Approved: 10 June 2024

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1	2023/24	HELEN MILLWARD	17 April 2023	
1	2022/23	HELEN MILLWARD	20 July 2022	