Programme Specification: Post Graduate Taught

For students starting in Academic Year 2024/25

1. Course Summary

Names of programme and award title(s)	Master of Business Administration (Senior Leader) (MBA)
Award type	Taught Masters
Mode of study	Part-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	2 years
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele Campus
Accreditation (if applicable)	Not applicable
Regulator	Office for Standards in Education, Children's Services and Skills (OFsted); Institute for Apprenticeships and Technical Education (IfATE)
Tuition Fees	Fees: The employer pays all course fees and no fees are charged to apprentice students. Programme price is set at the maximum funding band for this apprenticeship standard set by the Institute for Apprenticeships and Technical Education (IfATE) which is a government non-departmental body sponsored by the Department for Education (DFE). We reserve the right to increase price in future. Fees will be paid by the employer on behalf of the apprentice using Levy or co-funding arrangements. For further information please visit: https://www.gov.uk/government/publications/apprenticeship-funding-from-may-2017 A full breakdown of costs is set out in the commitment statement.

All Higher and Degree Apprenticeships combine higher education study and work-based learning to enable apprentices to achieve a higher-level award whilst in work. The provision of an academic award is integrated with experience, practice and learning in the workplace where the apprentice has paid employment status. Higher and Degree Apprenticeships are co-designed by training providers and employers to ensure that apprentices are equipped with the skills employers need and to develop their own careers.

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.

2. Overview of the Programme

This programme is used to deliver the apprenticeship standard. Apprenticeship standards are co-designed by employers and training providers to ensure that apprentices are equipped with the skills employers need. All higher and degree apprenticeships combine work-based learning with part-time study leading to a recognised qualification. The programme has been designed for delivery in a work-based learning context, where assessments for each module of the programme provide opportunities for the student to apply the learning from the module back into their workplace context.

During delivery we will work with you and your employer to ensure that you progress through your apprenticeship, as a job with training. This will involve regular tripartite review meetings, monitoring compliance with apprenticeship requirements, such as the 20% of the job and identifying any changes required to your learning plan. Throughout your apprenticeship, you and your employer will have access to Aptem, our apprenticeships management system, where you will be required to sign and submit documents to demonstrate your progress and adhere to compliance requirements.

This is an employer-responsive work-based learning programme utilising the Level 7 Senior Leader Apprenticeship Standards for the development of strategic leaders across the private, public and third sectors. It aims to provide a robust grounding in distinct areas of senior management and leadership by enhancing your knowledge and understanding of key theoretical debates alongside practitioner concerns.

The programme is distinctive from other master's programmes in that it builds on the employer-defined knowledge, skills and behaviours which are an integral part of the Senior Leader standards, leading to assessment which is focused on applying learning from the programme into the practical work setting. The assessments are designed to be flexible to the needs of the learner and the organisation.

The delivery of the Senior Leader Apprenticeship is via an MBA programme. The achievement of the Senior Leader Apprenticeship is through completion of an 'End Point Assessment' to gain the apprenticeship award and CMI professional recognition (either Chartered Manager or Chartered Fellow status, depending on the years of management experience you possess). ILM membership or fellowship may also be gained, subject to relevant management experience and application process. The End -Point Assessment for this programme is non-integrated, meaning it takes place after completion of the MBA.

3. Aims of the programme

To develop senior leaders from public, private and not-for-profit organisations who are equipped with the knowledge and skills to lead contemporary organisations in an ethical and sustainable way. Leaders should be able to employ strategic, critical and creative thinking to seek solutions and make sound choices within an ever changing and ambiguous business environment. The programme is structured to enable reflective learning, seeking to build on your past experience and current work challenges along with peer-to-peer engagement and learning.

The programme offers a rigorous understanding of the key disciplines of management and leadership, offering managers an in-depth understanding of how the organisation operates, providing understanding of functional disciplines and how they relate to one another.

The programme provides a deep intellectual appreciation of the complexity of the rapidly changing organisational context, interconnected across international and national boundaries, incorporating a diverse range of stakeholders and maximising value for these stakeholders, sustainably, for now and the future.

4. What you will learn

The intended learning outcomes of the programmes (what students should know, understand and be able to do at the end of the programmes), 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

1. To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests.
2. Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.

3. Develop a critical understanding of managerial processes and have knowledge about how to 'get things done' in what are often complex and messy work environments.
4. Explain the main forms of innovation and change impacting on contemporary organisations, identifying ways of managing change and appreciating the challenges and complexity of managing during times of change.
5. Outline the value and challenges to innovation, creativity, intrepreneurial and entrepreneurial behaviour.
6. Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.
7. Develop awareness of the impact of environmental forces on organisations, including political, environmental, sociological, macro-economic, ethical, legal, technological and social at the local, national and international level.
8. Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.
9. Develop a systematic understanding of the uses and limitations of a range of research methods and an understanding of their strengths and weaknesses for providing information and evaluating options within management.
10. Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.

Subject specific skills

1. Ability to assess and contribute to the development of the strategic position of your organisation.
2. Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.
3. Ability to recognise the need for change and the skill to initiate and manage that change process effectively
4. Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.
5. Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.
6. Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.
7. Ability to work effectively within a group both as a team member and leader, clarifying tasks, maximising use of capabilities and resources, handling conflict with confidence and sensitivity to the value of diversity.
8. Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.
9. Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation, risk management and project management.
10. Think critically and be creative - organise your thoughts, analyse, synthesise and critically appraise. Develop the capability to identify assumptions, evaluate information, define terms adequately and generalise appropriately.
11. The ability to create, evaluate and assess a range of options together with the capacity to apply understanding to a range of situations in conditions of limited knowledge or uncertainty.
12. Analyse complex business problems from a range of perspectives using appropriate knowledge and theory to critically evaluate options including the implications of trade-offs and the development of appropriate sustainable and socially aware strategies.
13. Demonstrate reflective practice, self-awareness and self-management.

Key or transferable skills (including employability skills)

1. Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values
2. Valuing difference
3. Effective use of communication and information technology
4. Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques
5. Numeracy and business research skills
6. Ability to analyse and evaluate narrative data
7. Independent, self-critical learner

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 programme will normally be block release and blended / remote-learning where, for each 15 credit module, you will spend 2 days on-campus, up to 6 hours online collaboration and further independent study. It is intended that you will engage in a number of preparation activities (including reading, exercises, watching videos) prior to attending the on-campus workshops. This is to enable the maximum use of the face-to-face time for collaborative activity. All the modules will be designed to be flexible in terms of when they are taught within the programme. Entry point will be twice a year, January and September and modules will be taught to multiple cohorts simultaneously.

6. Teaching Staff

Teaching will be undertaken by a range of colleagues within Keele Business School (KBS) with some expertise brought in through selected guest lecturers.

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 programmes?

The programme comprises a taught programme of 8 modules amounting to 135 Level 7 (Masters) credits, plus an MBA Research Methods module (15 credits) and associated extensive company research project worth 30 credits. This amounts to a total of 180 credits for the MBA as a whole.

Provisional timetable:

Proposed Teaching Dates February 2023 intake - Cohort 9

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	February 2023	
MAN-40180 - Strategic Marketing in a Global Context	18th and 19th September 2023	3rd November 2023
MAN-40182 - Digital Transformation and Digital Organisation	13th and 14th December 2023	26th January 2024
MAN-40174 - Leading in a Complex World	6th and 7th March 2023	21st April 2023
MAN-40176 - Strategy in a Dynamic World	2nd and 3rd May 2023	16th June 2023
HRM-40051 - Human Resource Management	19th and 20th September 2024	1st November 2024
MAN-40178 - Financial Decision Making	13th and 14th November 2024	3rd January 2025
MAN-40272 - Research Methods	16th July 2024	30th August 2024 (need to agree a separate MCQ date)
MAN-40186 - Creativity, Innovation and Quality	26th and 27th February 2024	12th April 2024
MAN-40188 - People, Work and Organisations	22nd and 23rd April 2024	7th June 2024
MAN-40194 - Creating Sustainable Value through Operations	17th and 18th June 2024	2nd August 2024
MAN-40190 - Extensive Company Project	Complete February 2025	28th February 2025

Proposed Teaching Dates September 2023 intake - Cohort 10

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	5th September 2023	
MAN-40180 - Strategic Marketing in a Global Context	18th and 19th September 2023	3rd November 2023
MAN-40182 - Digital Transformation and Digital Organisation	13th and 14th December 2023	26th January 2024
MAN-40174 - Leading in a Complex World	4th and 5th March 2024	19th April 2024
MAN-40176 - Strategy in a Dynamic World	6th and 7th May 2024	21st June 2024
HRM-40051 - Human Resource Management	19th and 20th September 2024	1st November 2024
MAN-40178 - Financial Decision Making	13th and 14th November 2024	3rd January 2025
MAN-40272 - Research Methods	6th January 2025	21st February 2025
MAN-40186 - Creativity, Innovation and Quality	24th and 25th February 2025	11th April 2025
MAN-40188 - People, Work and Organisations	21st and 22nd April 2025	6th June 2025
MAN-40194 - Creating Sustainable Value through Operations	16th and 17th June 2025	1st August 2025
MAN-40190 - Extensive Company Project		Presentation by 22nd August 2025 Project Submission 26th September 2025

Proposed Teaching Dates February 2024 intake - Cohort 11

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	5th February 2024	
MAN-40180 - Strategic Marketing in a Global Context	16th and 17th September 2024	1st November 2024
MAN-40182 - Digital Transformation and Digital Organisation	11th and 12th December 2024	24th January 2025
MAN-40174 - Leading in a Complex World	4th and 5th March 2024	19th April 2024
MAN-40176 - Strategy in a Dynamic World	6th and 7th May 2024	21st June 2024
HRM-40051 - Human Resource Management	18th and 19th September 2025	31st October 2025
MAN-40178 - Financial Decision Making	12th and 13th November 2025	2nd January 2026
MAN-40272 - Research Methods	21st July 2025	5th September 2025
MAN-40186 - Creativity, Innovation and Quality	24th and 25th February 2025	11th April 2025
MAN-40188 - People, Work and Organisations	21st and 22nd April 2025	6th June 2025
MAN-40194 - Creating Sustainable Value through Operations	16th and 17th June 2025	1st August 2025
MAN-40190 - Extensive Company Project		Presentation by 30th January 2026

Project Submission 27th February 2026 |

Proposed Teaching Dates September 2024 intake - Cohort 12

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	3rd & 4th September 2024	
MAN-40180 - Strategic Marketing in a Global Context	16th and 17th September 2024	1st November 2024
MAN-40182 - Digital Transformation and Digital Organisation	11th and 12th December 2024	24th January 2025
MAN-40174 - Leading in a Complex World	3rd and 4th March 2025	18th April 2025
MAN-40176 - Strategy in a Dynamic World	5th and 6th May 2025	20th June 2025
HRM-40051 - Human Resource Management	18th and 19th September 2025	31st October 2025
MAN-40178 - Financial Decision Making	12th and 13th November 2025	2nd January 2026
MAN-40272 - Research Methods	5th January 2026	20th February 2026
MAN-40186 - Creativity, Innovation and Quality	23rd and 24th February 2026	10th April 2026
MAN-40188 - People, Work and Organisations	20th and 21st April 2026	5th June 2026
MAN-40194 - Creating Sustainable Value through Operations	15th and 16th June 2026	31st July 2026
MAN-40190 - Extensive Company Project		Presentation by 21st August 2026 Project Submission 25th September 2026

Proposed Teaching Dates February 2025 intake - Cohort 13

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	3rd February 2025	
MAN-40174 - Leading in a Complex World	3rd and 4th March 2025	18th April 2025
MAN-40176 - Strategy in a Dynamic World	6th and 7th May 2025	20th June 2025
MAN-40180 - Strategic Marketing in a Global Context	22nd and 23rd September 2025	7th November 2025
MAN-40182 - Digital Transformation and Digital Organisation	10th and 11th December 2025	6th February 2026
MAN-40186 - Creativity, Innovation and Quality	23rd and 24th February 2026	10th April 2026
MAN-40188 - People, Work and Organisations	20th and 21st April 2026	5th June 2026
MAN-40194 - Creating Sustainable Value through Operations	15th and 16th June 2026	31st July 2026
MAN-40272 - Research Methods	20th and 21st July 2026	4th September 2026
HRM-40051 - Human Resource Management	17th and 18th September 2026	30th October 2026
MAN-40178 - Financial Decision Making	18th and 19th November 2026	4th January 2027
MAN-40190 - Extensive Company Project		Presentation by 26th February 2027 Project Submission 30th April 2027

Proposed Teaching Dates September 2025 intake - Cohort 14

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	8th September 2025	
MAN-40180 - Strategic Marketing in a Global Context	22nd and 23rd September 2025	7th November 2025
MAN-40182 - Digital Transformation and Digital Organisation	10th and 11th December 2025	6th February 2026
MAN-40174 - Leading in a Complex World	2nd and 3rd March 2026	17th April 2026
MAN-40176 - Strategy in a Dynamic World	5th and 6th May 2026	19th June 2026
HRM-40051 - Human Resource Management	17th and 18th September 2026	30th October 2026
MAN-40178 - Financial Decision Making	18th and 19th November 2026	4th January 2027
MAN-40272 - Research Methods	18th and 19th January 2027	26th February 2027
MAN-40186 - Creativity, Innovation and Quality	8th and 9th March 2027	23rd April 2027
MAN-40188 - People, Work and Organisations	29th and 30th April 2027	10th June 2027
MAN-40194 - Creating Sustainable Value through Operations	28th and 29th June 2027	20th August 2027
MAN-40190 - Extensive Company Project		Presentation by 24th September 2027 Project Submission 26th November 2027

The programme consists of the following modules:

MAN-40174 Leading in a Complex World (SLMBA)

Leading and managing in today's environment is complex. This module addresses the needs of executives in today's dynamic environment and so focuses on strategic leadership in the context of complexity and change. This module reviews the origins and history of leadership thinking in order to provide a foundation for understanding contemporary leadership theory. The pivotal role of the leader in the process of understanding and shaping organisational culture is supported by key leadership tools and skills including the identification of different types of leadership problems and approaches to solving them; understanding and making sense of change; and the leader's role in power, politics, ethics, diversity and sustainability.

MAN-40176 Strategy in a Dynamic World (SLMBA) (15 Credits)

Strategy is commonly considered to be at the very pinnacle of management topics because well-founded strategies give purpose, focus and structure to all other business activity. Yet in today's rapidly evolving world of opportunities, strategic management needs to evolve from a rigid planning process into a more flexible process. This module will examine and explore several theoretical perspectives and theories - as paradoxes and/or conflicting viewpoints - and examine the strategic thinking and decision-making processes that take place for an organisation to develop suitable strategies to compete in what can be dynamic and hyper-competitive environments.

MAN-40186 Creativity, Innovation and Quality (SLMBA) (15 credits)

The purpose of this module is to develop creative thinking and reflective analytical skills to stimulate new ideas to improve organisational performance and contribute to sustainable development. In so doing, core concepts from creativity and problem-solving, innovation, and systems of sustainable consumption and production are presented to provide joined-up thinking on value creation and competitive advantage in the context of

sustainability transitions.

The module will develop how you think about stakeholder requirements and identify product and process change opportunities whilst not compromising quality and perceived customer value. It develops approaches to creative problem-solving implicit in product/service and process improvement.

MAN-40178 Financial Decision Making (SLMBA) (15 credits)

This module provides you with an insight into how the modern-day business leader can use financial and non-financial information to support decision-making. Geared towards non-accounting practitioners, the module presents financial management in its strategic and statutory context, enabling a wider appreciation of financial tools and techniques that can be utilised in your organisation.

MAN-40180 Strategic Marketing in a Global Context (SLMBA) (15 credits)

Strategic marketing is central to enabling an organisation to respond to a dynamic marketplace: it is the activity which determines and prioritises all other marketing tasks and as such is the core marketing activity. This module will provide an overview of strategic marketing, the decisions, processes and frameworks involved and consider the implementation of these tools and activities in various organisational contexts. In working through these topics the module will provide a critical awareness of contemporary issues and their effects on the marketplace and consumer responses. It will consider how organisations might best respond to these as they seek to develop a strong and sustainable position through careful identification of target markets and the creation of competitive advantage.

MAN-40188 People, Work and Organisations (SLMBA) (15 credits)

This module looks more closely at the role of management in organisations. It will provide practical skills informed by current academic thinking on management. The module will cover a range of different topics such as ethics; risk management; sustainability; Corporate Social Responsibility; business continuity; environmental impact; legal issues, employee relations, etc. considering how these impact on the role of the manager.

HRM-40051 Human Resource Management (SLMBA) (15 credits)

This module is appropriate for practitioners who wish to understand and be able to influence decisions regarding the management of human resources in organisations. It considers the different practices of HRM and their contribution to organisational strategic aims. You will have the opportunity to identify, review and assess HRM issues at a strategic level within your own professional context. The module also provides critical awareness of the latest challenges facing HR professionals and how these impact the organisation.

MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)) (15 credits)

The Digital Revolution has seen information systems move from supporting business, to 'being' the business. This move has seen development not only in technology but business models, methods of working and culture. It is now essential that all managers are equipped to effectively exploit these developments to help gain a competitive advantage and shape the organisation in a digital society. This module will cover a range of different topics relating to the digitalisation of organisations, including digital and data management strategies; the use of data collection & analysis to support effective decision-making; and disruptive technologies and business models.

MAN-40194 Creating Sustainable Value through Operations (15 credits)

Operations form the base of every organisation, whether manufacturing, service organisations or not-for-profit organisations. This module explores how organisations can build operations and supply chains in a sustainable way that helps to deliver the triple bottom line of people, planet and profit.

MAN-40272 Research Methods (15 credits)

This module has a dual purpose and will be delivered in the second half of the programme. Firstly it develops your analytical and research skills to develop competencies for work-based research and consultancy work. Secondly, it clearly intends to provide essential guidance in conducting the research activities for your extensive company project including the selection of a topic, exploring underlying assumptions, designing an appropriate methodological approach and examining the ethical concerns of any research. The module will enable you to examine and apply appropriate paradigms for your sector and context, develop knowledge of the various research styles available to researchers, and explore epistemological rationales and ethical implications. In so doing you will develop an understanding of the potential strengths and weaknesses of each research style to enable the critical selection and use of the most appropriate research style, in the light of your chosen topic. A key theme will be the conduct of empirical research in organisations. Ethics of research is necessarily a major concern and will be covered in this module.

MAN-40190 Extensive Company Project (SLMBA) (30 credits)

This module aims to provide an opportunity for you to undertake a substantial piece of independent research in your subject field. Based on a research proposal, the dissertation gives you the opportunity to enact the designed and approved project. The extensive company project forms a substantial part of the overall study leading to the award of the MBA and it should draw on the intellectual and analytical skills and knowledge developed during the course.

This module will involve the formulation, conduct and presentation of an independent investigation into a real and significant management issue or problem. The project will simultaneously provide scope for integrating the programme's curriculum content with key contemporary issues. The issue chosen should have the capacity to influence the development of the organisation where the research is being conducted (ideally your own organisation). This project can therefore be considered as a piece of internal consultancy on the programme.

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**
To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests.	MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.	MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Develop a critical understanding of managerial processes and have knowledge about how to 'get things done' in what are often complex and messy work environments.	MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40194 Creating Sustainable Value through Operations
Explain the main forms of innovation and change impacting on contemporary organisations, identifying ways of managing change and appreciating the challenges and complexity of managing during times of change.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40190 Extensive Company Project (SLMBA) MAN-40174 Leading in a Complex World (SLMBA)
Outline the value and challenges to innovation, creativity, intrepreneurial and entrepreneurial behaviour.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40190 Extensive Company Project (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.	MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)

Subject Knowledge and Understanding	
Learning Outcome	**Module in which this is delivered**
Develop awareness of the impact of environmental forces on organisations, including political, environmental, sociological, macro-economic, ethical, legal, technological and social at the local, national and international level.	MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40190 Extensive Company Project (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.	MAN-40194 Creating Sustainable Value through Operations MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Develop a systematic understanding of the uses and limitations of a range of research methods and an understanding of their strengths and weaknesses for providing information and evaluating options within management.	MAN-40190 Extensive Company Project (SLMBA) MAN-40272 Research Methods
Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.	HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA)

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Ability to assess and contribute to the development of the strategic position of your organisation.	MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.	HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA)
Ability to recognise the need for change and the skill to initiate and manage that change process effectively.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40190 Extensive Company Project (SLMBA)
Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.	MAN-40190 Extensive Company Project (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40194 Creating Sustainable Value through Operations MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40186 Creativity, Innovation and Quality (SLMBA)
Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.	MAN-40178 Financial Decision Making (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40192 Research Methods MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Ability to work effectively within a group both as a team member and leader, clarifying tasks, maximising use of capabilities and resources, handling conflict with confidence and sensitivity to the value of diversity.	MAN-40186 Creativity, Innovation and Quality (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.	HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA)
Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation, risk management and project management.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40194 Creating Sustainable Value through Operations MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40190 Extensive Company Project (SLMBA) MAN-40178 Financial Decision Making (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40192 Research Methods
Think critically and be creative - organise your thoughts, analyse, synthesise and critically appraise. Develop the capability to identify assumptions, evaluate information, define terms adequately and generalise appropriately.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40190 Extensive Company Project (SLMBA) MAN-40178 Financial Decision Making (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40192 Research Methods MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40194 Creating Sustainable Value through Operations

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
The ability to create, evaluate and assess a range of options together with the capacity to apply understanding to a range of situations in conditions of limited knowledge or uncertainty.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40190 Extensive Company Project (SLMBA) MAN-40178 Financial Decision Making (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40192 Research Methods MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)
Analyse complex business problems from a range of perspectives using appropriate knowledge and theory to critically evaluate options including the implications of trade-offs and the development of appropriate sustainable and socially aware strategies.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40194 Creating Sustainable Value through Operations
Demonstrate reflective practice, self-awareness and self-management.	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40178 Financial Decision Making (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40194 Creating Sustainable Value through Operations

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)
Effective use of communication and information technology	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40182 Digital Transformation and the Digital Organisation (SLMBA) MAN-40190 Extensive Company Project (SLMBA)
Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques	MAN-40186 Creativity, Innovation and Quality (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40194 Creating Sustainable Value through Operations
Numeracy and business research skills	MAN-40190 Extensive Company Project (SLMBA) MAN-40178 Financial Decision Making (SLMBA) MAN-40192 Research Methods
Ability to analyse and evaluate narrative data	MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40192 Research Methods
Independent, self-critical learner	MAN-40190 Extensive Company Project (SLMBA) HRM-40051 Human Resource Management (SLMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40176 Strategy in a Dynamic World (SLMBA) MAN-40188 People, Work and Organisations (SLMBA) MAN-40192 Research Methods MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40194 Creating Sustainable Value through Operations

8. Final and intermediate awards

Award Title	Credit Requirements
Master of Business Administration (Senior Leader)	180 credits at Level 7, including the Extensive Company Research Project module. In addition, if the End Point Assessment* is passed for successful completion of the Senior Leader Apprenticeship Degree, Chartered Manager or Fellow of the Chartered Management Institute (CMI) can be confirmed.
Postgraduate Diploma in Business Administration	120 taught credits at Level 7
Postgraduate Certificate in Business Administration	60 taught credits at Level 7

* The award is separate from the End-Point assessment but the End-Point assessment must be passed in order to meet the requirements of the apprenticeship.

9. How is the Programme Assessed?

For each module (except MAN-40192 Research Methods and MAN-40190 Extensive Company Research Project) the same format of assessment (work-based project) is used to enable you to tailor the assessment to your own work-based projects and activities. You are then given flexibility on the format of the outputs (e.g. report, case study, video presentation, poster, etc.) to meet the assessment (and learning outcome) requirements. You will be required to choose different communication methods to ensure that you are using a variety of different formats during your study. This will be discussed and monitored through your learning plans and the tripartite reviews.

In addition to the project, you are also required to submit regular reflective diaries (included as summative assessment in the majority of modules). This is to encourage reflection on both your learning and practice, and offers the opportunity to demonstrate learning outcomes and individual learning objectives have been met. This will also enable you to build your portfolio, a requirement of the End Point Assessment.

For MAN-40090 Creativity, Innovation and Quality the assessment is a problem-solving challenge which will be a scenario based challenge which requires you to work together to provide solutions to a particular problem. This will be a time-based activity, where additional information and requirements are provided to you at different stages of the task to replicate a 'live' situation.

For MAN-40192 Research Methods, the assessment consists of a multiple choice assessment and a project proposal, which will then enable you to commence the final Extensive Company Research Project.

MAN-40190 Extensive Company Research Project is a large organisation-based project which enables you to work on a large project, incorporating aspects learnt on the programme.

In addition to the summative assessments, there will be a range of formative assessments including discussion groups, peer review, exercises, role play activities, which will be facilitated by the module leader.

In line with the requirements of the apprenticeship standards you will be required, before commencement of your studies, to complete a learning plan which will be reviewed in the four tripartite meetings per year between you, your employer and the programme director. This will act as a feedback mechanism.

End-Point Assessment

As well as containing in-programme training and assessment, the apprenticeship has an end-point assessment (EPA). All apprentices must undertake this independent assessment, which is a synoptic assessment of the knowledge, skills and behaviours that have been learnt throughout the apprenticeship. The purpose of the assessment is to make sure the apprentice meets the standard set by employers and are fully competent in the occupation. It is taken by apprentices at the very end of the on-programme phase of training when their employer (and in some cases their training provider) is satisfied that they have met the "gateway" criteria. The University will confirm at an Award Board which students have met the gateway criteria.

The End Point Assessment (EPA) is a requirement of completion for all apprenticeships and is an independent assessment to determine that the apprentice meets the competency requirements of the apprenticeship standard. The End Point Assessment will be delivered by an independent End Point Assessment Organisation (EPAO).

The apprenticeship standard and assessment plan can be found at this link:
https://www.instituteforapprenticeships.org/apprenticeship-standards/senior-leader-v1-1

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'.

As part of their apprenticeship agreement, employers must provide apprentices with 20% of their time "off the job" to support their apprenticeship.

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

This MBA is designed for professional managers in the private, public or third sector. It is designed for any individual moving into a senior or strategic management role. This can include General Managers, Senior Managers, Section Leaders, Executives, Directors, COO, CFO, CEO, CIO roles, and senior military officers. You should be a strategic leader with senior management responsibility, which may include formal governance/director responsibilities. You should be responsible for setting strategy, direction and vision and for providing a clear sense of purpose and driving strategic intent. (CMI Standards Requirements)

- A 2:ii honours degree, or
- An equivalent overseas degree or
- A degree-level professional qualification or
- Extensive senior level experience (on a case-by-case basis and through interviewing the candidate)
- At least 3 years post-graduation work experience prior to starting the course
- Grade C (or 4) in GCSE Mathematics and English Language or equivalent
- Meet any other requirements stipulated for an apprenticeship degree.

We normally require applicants to evidence the above qualifications before starting the apprenticeship.

Applications are welcomed from those with qualifications equivalent to the above. Relevant or prior experience will be taken into account when considering a candidate's suitability for the programme.

At application applicants are required to undertake a 'Skills Scan' where they are asked to self-assess against the knowledge, skills and behaviour of the apprenticeships standard. Applicants are also asked if they want to make an application for Recognition of Prior Learning (RPL) through the University procedure. There is a requirement for new knowledge and skills to be developed through apprenticeships, with a minimum duration of one year. Recognition of Prior Learning is considered on a case-by-case basis. The University's guidance can be found here: https://www.keele.ac.uk/qa/programmesandmodules/recognitionofpriorlearning/

Under UK Government rules, apprentices must be employed for a minimum of 30 hours per week and must have the right to live and work in the UK (applies only in England). An apprentice cannot be self-employed. The employer must enter into an Apprenticeship Agreement with the apprenticeship student. All candidates must be employed in a role related to the subject matter of the apprenticeship and be sponsored by their employer. Applications can only be made through the sponsoring employer. The University will consider all such applications and will have the final decision whether to accept the candidate for entry to the programme.

13. How are students supported on the programme?

The programme will be led by a Programme Director who will act as the main point of academic contact for learners with any queries you have about the academic expectations of the programme or needing support in your studies. The Programme Director, in collaboration with the administrator and KBS staff, oversees the student journey from registration through to graduation, is responsible for the University administrative expectations, including ensuring Student Voice is heard, convening the programme boards and the provision of information for students and employers (including workplace mentors).

Each module has a module leader who has overall academic oversight of the design, content and delivery of the module and provides academic support to learners related to that module.

In addition, KBS has a Student Learning Support Officer who can provide support, advice and guidance on pastoral and study related issues.

At your workplace, you will be supported by your employer. Exact arrangements and terminology are the responsibility of the employer but typically, you will have a named contact person who manages the relationship between the programme and the employer. The University and the employer are bound by contract to work together to support you as an apprentice. This will include 3-4 tripartite review meetings between the University, the apprentice, and the employer.

If your employment circumstances change whilst you are on the programme; support can be accessed from the University's Careers and Employability Service.

14. Learning Resources

This programme is taught in modern teaching rooms within Keele Business School, all of which are equipped with computers, internet access and electronic whiteboards or projection equipment. Rooms may be arranged either in traditional lecture format or more informally to allow students to work together in small groups.

The learning resources available to you 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 and Business related subjects 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
- MS Teams which provides an ideal environment for synchronous and asynchronous distance learning.

The majority of the resources required for the programme are also available online.

15. Other Learning Opportunities

KBS offers a range of guest speakers, workshops and events which are open to all our student cohort.

There will be a networking event with plenary guest speakers held annually, specifically for the MBA Senior Leader cohort.

Tripartite process may identify additional opportunities for development which will be discussed as part of the tripartite review process.

16. Additional Costs

Tuition fees are paid by your employer but you may incur costs not covered by the mandatory components of the apprenticeship e.g. library fines, print costs and costs associated with graduation.

17. Quality management and enhancement

The quality and standards of learning in these programmes 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/qa/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: Master's Degrees in Business and Management (2015)
https://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

d. CMI Senior Leader Level 7 Apprenticeship
Standards https://www.managers.org.uk/~/media/Files/Apprenticeships/Senior-Leader-Masters-Degree-Apprenticeship-Standard.pdf

e. PRiME Six Principles for Responsible Management Education (http://www.unprme.org/)

f. EQUAL European Quality Link - EQUAL MBA Guidelines 2018

A range of employers including large and small organisations from different sectors were consulted in the development of this programme and on-going review by employers will be a feature of this programme.

19. Annex - Programme-specific regulations

Programme Regulations:

Final Award and Award Titles	Masters of Business Administration Masters of Business Administration Finance Masters of Business Administration Entrepreneurship
Intermediate Award(s)	Postgraduate Diploma in Business Administration Postgraduate Diploma in Business Administration Finance Postgraduate Diploma in Business Administration Entrepreneurship Postgraduate Certificate in Business Administration Postgraduate Certificate in Business Administration Finance Postgraduate Certificate in Business Administration Entrepreneurship
Last modified	n/a
Programme Specification	https://www.keele.ac.uk/qa/programmespecifications

The University's Academic Regulations which can be found on the Keele University website (https://www.keele.ac.uk/regulations/)[1] apply to and regulate the programme, other than in instances where the specific programme regulations listed below over-ride them. These programme regulations list:

- *Exemptions* which are characterised by the omission of the relevant regulation.
- *Variations* which are characterised by the replacement of part of the regulation with alternative wording.
- *Additional Requirements* which set out what additional rules that apply to students in relation to this programme.

The following **exemptions, variations** and **additional requirements** to the University regulations have been checked by Academic Services and have been approved by the Faculty Education Committee.

A) EXEMPTIONS

The clause(s) listed below describe where an exemption from the University's Academic Regulations exists:

For the whole duration of their studies, students on this Programme are exempt from the following regulations:

Exemption 1: Academic Warnings

Students on this programme are not covered by the University's Academic Warnings process.

B) VARIATIONS

The clause(s) listed below describe where a variation from the University's Academic Regulations exists:

Variation 1: This programme varies from Regulation C7.11

Progression Rules for this programme:

There is a single formal progression point in the programme. You are permitted to proceed through the taught elements of the programme. To embark on the dissertation stage, you must have passed all taught modules. Where you have outstanding assessment attempts, you may embark on the dissertation with a maximum of three taught module marks (up to 45 credits) outstanding. Award decisions will be based on the successful completion of all required modules and achievement of the credit requirements for the programme.

Variation 2: from Regulation C.7.5.4

The programme includes a dissertation stage consisting of a 15 credit research methods and a 30-credit dissertation module.

Additional Requirements

The programme requirements listed below are in addition to the University's Academic Regulations:

Additional requirement 1: Study Breaks

Part-time students: You are entitled to take a maximum of six informal breaks in your study between the modules you enrol on. A study break is an informal absence for the duration of one module. You cannot take more than two consecutive study breaks in succession. Longer periods of absence require a formal leave of absence.

Full-time students: You are entitled to take a maximum of three informal breaks in your study between the modules you enrol on. A study break is an informal absence for the duration of one module. You cannot take more than two consecutive study breaks in succession. Longer periods of absence require a formal leave of absence.

Version History

This document

Date Approved: 09 August 2024

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1.1	2023/24	MOSHOOD BELLO	17 April 2023	
1	2023/24	MOSHOOD BELLO	17 April 2023	
1	2022/23	WILLIAM FOSTER	08 August 2022	
1	2021/22	WILLIAM FOSTER	22 April 2022	