Programme Specification: Post Graduate Taught

For students starting in Academic Year 2024/25

1. Course Summary

Names of programme and award title(s)	MA Human Resource Management
Award type	Taught Masters
Mode of study	Full-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	Full time 12 months
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele Campus
Accreditation (if applicable)	CIPD approved
Regulator	Office for Students (OfS)
Tuition Fees	**UK students:** Full-time fee for 2024/25 is £12,700 **International students:** Full-time fee for 2024/25 is £21,900

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

This is a high quality and distinctive programme for candidates with a first degree, or those with other acceptable qualifications and relevant experience, and is available by full-time study.

While it is recognised that many graduates will wish to work in the field of management, the aims of the degree are not purely vocational, but reflect the Human Resource Management (HRM) subject group's commitment to the subject as critical social science, and the conviction that this prepares students for employment in a range of public, private and voluntary sector organisations. It is a distinctive feature of this programme that the field of study includes the theory, development and practice of employment relations as a core part of human resource management.

The MA programme provides a thorough understanding of the employment relationship and an excellent grounding in the theory and practice of HRM, labour management and employment relations. It locates these in a historically informed treatment of the whole subject area. It examines key institutions, problems and issues in contemporary HRM, including the rights and interests of employees as well as the formation and impact of public policy.

The main focus of the taught part of the course is on the United Kingdom, but this is set within a broader comparative perspective, enabling an assessment of contrasting systems of employment relations and an evaluation of a range of crucial issues on a global scale. For students who proceed to undertake a research based dissertation, the taught part of the course provides them with an important foundation upon which to conduct research in the United Kingdom and international locations. The taught part of the course provides you with an important foundation for the final 45 credits module, where you can choose from either a dissertation, consultancy project, placement or entrepreneurship module.*[1]*

[*[1]* Students who require a Study Visa to undertake the programme in the UK (including Tier 4) are not 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

The broad aims of the programme are:

- To provide academically rigorous education in Human Resource Management and associated disciplines;
- To develop the analytical skills of students;
- To develop key professional skills relevant to the role of human resource managers; and
- To develop a critical approach to HRM literature, issues, and practice.

4. What you will learn

To achieve these aims the course will strengthen and develop students' knowledge and understanding of:

- The nature of the employment relationship, the labour market and job regulation, and the regulatory and economic role of the state;
- The main theories and issues in labour management;
- The origins, scope and main functions of personnel and HR management, including the management of employee resourcing, development and performance;
- The methods of regulating the employment relationship, including trade unions and collective bargaining as well as non-union forms of employee voice and participation;
- The role of the state and international bodies in the regulation of the employment relationship;
- The market for labour, pay levels and inequalities and pay determination systems;
- The organisation of vocational and educational training systems, skills and skill shortages, and the management of employee development;
- The range of research methods, and research based knowledge that informs academic and practical analysis of contemporary issues in the field of study;
- The HRM function, notably in relation the role of Human Resources in managing procedures, in analysing statistical information to inform policy.

In terms of skills and other attributes, students are expected to:

- Develop the ability to analyse a variety of academic, practitioner and government published materials;
- Use their understanding of theory to analyse policy and practice in the field of employment;
- Synthesise information from reading, lectures and other learning resources;
- Make informed judgements using both empirical and theoretical knowledge;
- Manage and develop their own learning;
- Develop a critical awareness of their own knowledge and skills in relation to the HR profession through reflective practice.

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. Entry point will be twice a year, September and January and modules will be taught to multiple cohorts simultaneously. The same teaching strategy is employed for all modes.

Acquisition of knowledge and understanding is through HRM subject team and guest lectures, small-group discussions and tutorials, individual consultation, guided reading and self-study, and through the research dissertation, consultancy, 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. In relation to essays, students have the opportunity to discuss on a one-to-one basis with their tutor their assignment plan and to receive written feedback where necessary. The following formative activities are incorporated into the MA in HRM modules:

- Case study workshops include class participation activities related to the presentations by external speakers.
- Meeting scenarios (over selection, appraisal, discipline, etc.) are included to develop practical skills related to the HR function.
- Lectures include a range of formative activities, including class discussions, group presentations, and a statistics exercise, 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.
- All students are encouraged to submit an essay plan and a draft of their dissertation and receive comments back from tutors/supervisors. The purpose is for students to reflect on the feedback and use this to inform their writing up of the essay/dissertation.
- 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) and where appropriate other online platforms, like Microsoft Teams (MTs). The KLE is used to give students easy access to a wide-range of resources and research tools. Online platforms are used for remote teaching, including virtual classroom based activities and student networks.

The programme also offers the choice of 45 compulsory credits between dissertation, consultancy project, placement or entrepreneurship.

- **Dissertation** - It 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.
- **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. Participation in the consultancy project is only available after a comprehensive selection process. Students who meet the criteria will be attached to an organisation/company for a period of between 8-12 weeks. 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 University's Careers Service, 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**[1] - 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 an extended portfolio of evidence, presentation to an external stakeholder and a reflective piece which will constitute the module's summative assessment.
- Students address the subject through study of:
  - Standard texts
  - Research monographs and academic journals at the forefront of knowledge in the subject area
  - Employer, union and government publications
  - Case studies
  - External presentations from practitioners in the field

Furthermore,

- Undertaking an independent dissertation project with the support of an experienced and research active supervisor allows students to formulate relevant research questions and also to devise and implement a feasible and methodologically sound strategy for answering them.
- The consultancy project will provide students with an opportunity to apply skills developed during the taught modules in a real business environment.

- Participating in the placement will give 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.

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[1]Students who require a Study Visa to undertake the programme in the UK (including Tier 4) are not 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.

6. Teaching Staff

The MA Human Resource Management is delivered by Keele Business School (KBS). 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 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. Dedicated postgraduate administrative support is also provided.

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?

Entry points will be twice a year, September and January and modules will be taught to multiple cohorts simultaneously. The full-time programme lasts between 12 and 24 months, and the part-time programme lasts between 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 research methods module (second academic year for part time) and a research dissertation, consultancy project, work placement or entrepreneurship project.

Year	Compulsory	Optional	
		Min	Max
Level 7	135	45	45

Module Lists

Level 7

The summary of the year for the full-time mode is as follows.

For the September intake, students will be first taught all semester 1 modules, followed by the study of all semester 2 modules, and then the compulsory study of a dissertation or a consultancy project or a placement project or an entrepreneurship project in semester 3.

For the January intake, students will be first taught all semester 2 modules, followed by the compulsory study of a dissertation or a consultancy project or a placement project or an entrepreneurship project in semester 3, and then the study of all semester 1 modules.

Variations for the part-time mode are shown below.

Compulsory modules	Module Code	Credits	Period
Professional Skills and Practice in HRM	HRM-40041	15	Semester 1
Foundations of Human Resource Management	HRM-40042	30	Semester 1
Workshops in Human Resource Management	HRM-40039	15	Semester 1-2
Employee Resourcing and Development	HRM-40043	15	Semester 2
Strategic Human Resource Management	HRM-40044	15	Semester 2
Employee Relations and Reward	HRM-40045	15	Semester 2
Creativity and Personal Development	MAN-40058	15	Semester 2
Research Methods	MAN-40192	15	Semester 2-3

Optional modules	Module Code	Credits	Period
Advanced Business English Communication for Postgraduates	ENL-40017	0	Semester 1-2
Dissertation - HRM	HRM-40057	45	Semester 3
Applied Dissertation	MAN-40135	45	Semester 3
Consultancy Project	MAN-40198	45	Semester 3
Placement Project	MAN-40200	45	Semester 3
Entrepreneurship Project	MAN-40202	45	Semester 3

On completion of the taught modules the student may choose between a 45 credits HRM dissertation (HRM-40057) **OR** Consultancy Project (MAN-40198) **OR** Placement Project (MAN-40200) **OR** Entrepreneurship Project (MAN-40202) during semester 3.

For the part time mode:

There are eight taught modules (usually two per semester part-time).

HRM-40041, HRM-40042 and HRM-40043 will be taught in the first year (45 credits).

HRM-40039, HRM-40044, HRM-40045 and MAN-40058 will be taught in the second year (60 credits).

MAN-40192 (Research Methods) may be studied in either year 1 or year 2.

This is followed by a research dissertation, consultancy project, work placement or entrepreneurship project in semester 3.

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**
Systematic knowledge and understanding of the nature of the employment relationship, the labour market and job regulation, and the regulatory and economic role of the state	Workshops in Human Resource Management - HRM-40039 Foundations of Human Resource Management - HRM-40042
Critical knowledge and understanding of the main theories and issues in labour management	Strategic Human Resource Management - HRM-40044 Foundations of Human Resource Management - HRM-40042
Critical appreciation of the origins, scope and main functions of personnel and HR management, including the management of employee resourcing, development and performance	Employee Resourcing and Development - HRM-40043 Professional Skills and Practice in HRM - HRM-40041 Workshops in Human Resource Management - HRM-40039
Systematic knowledge and understanding of methods of regulating the employment relationship, including trade unions and collective bargaining as well as non-union forms of employee voice and participation	Employee Relations and Reward - HRM-40045 Strategic Human Resource Management - HRM-40044
Critical understanding of the market for labour, pay Levels and inequalities and pay determination systems	Employee Relations and Reward - HRM-40045 Workshops in Human Resource Management - HRM-40039
Critical appreciation of the organisation of vocational and educational training systems, skills and skill shortages, and the management of employee development	Workshops in Human Resource Management - HRM-40039 Employee Resourcing and Development - HRM-40043
Comprehensive understanding and appreciation of the HRM function, notably in relation the role of HR in managing procedures, in analysing statistical information to inform policy	Professional Skills and Practice in HRM - HRM-40041 Workshops in Human Resource Management - HRM-40039
Comprehensive knowledge and understanding of the range of research methods, and researched based knowledge to inform academic and practical analysis of contemporary issues in the field of study	Research Methods - MAN-40192 Dissertation (HRM-40057) or Consultancy Project (MAN-40198) or Placement Project (MAN-40200) or Entrepreneurship Project (MAN-40202) or Applied Dissertation Project (MAN-40315)

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Develop the ability to analyse a variety of academic, practitioner and government published materials	All modules
Use understanding of theory to analyse policy and practice in the field of employment	All modules

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
Synthesise information from reading, lectures and other learning resources	All modules
Make informed judgements using both empirical and theoretical knowledge	All modules
Manage and develop their own learning	All modules

8. Final and intermediate awards

Master's Degree	180 credits	You will require at least 150 credits at Level 7
Postgraduate Diploma	120 credits	You will require at least 90 credits at Level 7
Postgraduate Certificate	60 credits	You will require at least 40 credits at Level 7

9. How is the Programme Assessed?

The MA programme consists of eight assessed taught modules and a research module, dissertation, consultancy project, placement project or entrepreneurship project (as outlined in Section 3 above).

The Foundations of Human Resource Management (HRM-40042) 30 credit module is assessed by two formative assessments (a group presentation and reference exercise) with the aim of building student understanding of key themes (nature of the employment relationship) and key skills (presentation referencing skills), prior to three summative assessments addressing the module ILOs and structured to allow students to develop their academic writing skills.

The Professional Skills and Practice in HRM (HRM-40041) 15 credit module is assessed by a portfolio which will contain students' coursework relating to a number of topics (reflection, statistical work, financial analysis, people management skills) covered in the module.

The Employee Resourcing and Development (HRM-40043) 15 credit module is assessed by a report and an examination.

The Employee Relations and Reward (HRM-40045) 15 credit module is assessed by an exercise based upon an analysis of the Annual Survey of Hours and Earnings (ASHE) dataset and an assignment.

The Strategic HRM (HRM-40044) 15 credit module is assessed by a poster presentation and a 3-hour unseen examination based upon a case study document.

The Workshops in HRM (HRM-40039) 15 credit module is assessed by a portfolio which will contain students' coursework relating to the workshops delivered as part of the module.

The Research Methods (MAN-40192) 15 credit module will be assessed by two formative assessments (a set of multi choice questions and a research design assignment)

Creativity and Personal Development (MAN-40058) 15 credit module is assessed by a group presentation on a real organisational problem and a reflective essay on team-working and addressing the real organisational problem.

The HRM Dissertation (HRM-40057) 45 credit module is assessed by a research based dissertation and a research proposal , while the Consultancy Project (MAN-40198) 45 credit module is assessed by coursework, an individual presentation, a reflective diary and a practice base assessment. The Placement Project (MAN-40200) 45 credit module is assessed by coursework, an individual presentation, a reflective diary and a practice base assessment. The Entrepreneurship Project (MAN-40202) is assessed by a portfolio, an individual presentation, a reflective diary and a practice base assessment (summative).

Marks are awarded for summative assessments designed to assess your achievement of learning outcomes. You will also be assessed formatively to enable you to monitor your own progress and to assist staff in

identifying and addressing any specific learning needs. Feedback, including guidance on how you can improve the quality of your work, is also provided on all summative assessments within three working weeks of submission, unless there are compelling circumstances that make this impossible, and more informally in the course of tutorial and seminar discussions.

10. Accreditation

Following completion of the programme, if graduates of our MA/PGDip Human Resource Management programme wish to upgrade their Associate Membership level to Chartered Membership, this decision will be made by the CIPD via their Upgrading process and will involve the demonstration and application of strategic and operational competence in the workplace as part of a minimum of one year's experience working at Chartered Membership level. Hence, this decision is made by the CIPD based on the individual's work experience and career trajectory without the involvement of Keele Business School or Keele University.

What does 'on successful completion of your course (including meeting the CIPD requirements)' mean in relation to the advanced membership benefits mentioned above?

It is important to note that the CIPD does not permit compensation or condonement of module marks and also requires that students on CIPD accredited programmes must pass all required assessment(s) in order to pass CIPD accredited modules.

As a consequence, in order to benefit from the advanced membership benefits that the CIPD accreditation of your programme offers, you must pass all CIPD mapped compulsory/mandatory modules without compensation or condonement rules applied, and also pass each of the assessments of these modules.

For the MA/PGDip Human Resource Management, CIPD mapped compulsory/mandatory modules are listed below. 120 credits worth of these modules are required (meeting the conditions regarding compensation, condonement, and assessment passing outlined above) in order to gain the benefits of the programme's CIPD accreditation.

HRM-40039 Workshops in Human Resource Management - Level 7 - 15 credits

HRM-40041 Professional Skills and Practice in HRM - Level 7 - 15 credits

HRM-40042 Foundations of Human Resource Management - Level 7 - 30 credits

HRM-40043 Employee Resourcing and Development - Level 7 - 15 credits

HRM-40044 Strategic Human Resource Management - Level 7 - 15 credits

HRM-40045 Employee Relations and Reward - Level 7 - 15 credits

MAN-40058 Creativity and Personal Development - Level 7 - 15 credits

MAN-40192 Research Methods - Level 7 - 15 credits

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/

Applicants are normally required to hold at least a second-class honours degree (2.2 or above) or equivalent. Students who have appropriate professional qualifications or relevant work experience may also be considered. Applicants whose first language is not English will be required to show competency in English (IELTS 6.5 with minimum of 5.5 in each of the sub-tests, or equivalent).

It is possible for students to enter the course with advanced standing (or module exemption) based upon the recognition of prior certificated learning (RPCL) or recognition of prior experiential learning (RPEL). Students wishing to apply for entry onto the course with advanced standing should contact the course director and read the university guidelines of the process: 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 and tutorial group 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.
- The Programme Director monitors overall student progress, undertake progress reviews and provide a general point of contact for students.
- The Programme Director is also responsible for all aspects of programme coordination. 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.
- The Programme Director 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 co-ordinated by the University.
- Each student is allocated an Academic Mentor who provides individual student support in accordance with the University guidelines.
- Non-native English-speaking students are offered language classes, facilities and services by the University's Language Centre. Students have access to one-to-one tutorials for individual help and advice and to a wealth of resources for self-study and practice.
- Additional help with University level study skills is available from the Learning Support Officer in the Faculty of Humanities and Social Sciences.

All members of teaching staff on the Programme are available to see students during advertised weekly office hours and at other times by appointment.

Each student will work with an identified academic tutor for each module. The tutor's role is to help and advise their students on all aspects of the module, and they will comment on essay plans, and provide feedback for assignments. Both academic tutors and the Programme Director will maintain an overview of progress on the course, and provide feedback on course progress. Research supervisors are allocated to guide students during their work on the research dissertation consultancy project, placement or entrepreneurship module.

Named members of staff will be available to provide pastoral and non-academic support for students registered on the programme. There will be two sources available to students who wish to seek this support. These are:

1. A Academic Mentor who will tend to deal with most cases where a student requires support.
2. An independent adviser who will be available for those students who do not wish to discuss certain personal circumstances, or issues with the programme.

Finally, the Programme Director is available to discuss any academic or pastoral issues.

Students for whom English is not their first language are offered language classes, facilities and services by the University's Language Centre as detailed above.

14. Learning Resources

Learning resources include:

- Purpose written module outlines for all taught modules on the course;
- Purpose written dissertation guidance notes;
- Selected digitised material available through the Keele Learning Environment;
- Visiting academic and practitioner speakers ;
- Site visits (where available).

Each module has a dedicated entry on the Keele Learning Environment (KLE). Students are able to access module outlines, lecture slides, additional resources and a variety of guidance notes, and are required to submit copies of their assignments via Turnitin.

During the induction week, the School or Faculty Learning Technologist provide sessions on learning technology utilised by the programme, including an introduction to the virtual Keele Learning Environment and assessment submission via Turnitin. Students on the programme also have access to a range of comprehensive video guides provided by Keele Business School, covering issues such as how to access Keele University Library Services, how to perform basic searches, and how to submit a Turnitin assignment, etc.

Students have access to the University's library facilities, including the loan of books and remote access to electronic resources such as online databases and journals from any PC with an Internet connection. See http://www.keele.ac.uk/library/. The library building also houses computing services. Students have access to a large number of open-access PCs as well as printing facilities. The library and computing services operate 24hrs facilities for substantial parts of the year.

15. Other Learning Opportunities

In either, or both, semesters there might be the opportunity to hear visiting speakers or to attend visits to organisations (subject to availability). There is no cost commitment required from the students for such visits.

This is a full-time taught Masters programme. Individual units are not currently available for continuing professional development.

16. Additional Costs

As to be expected there will be additional costs for inter-library loans and potential overdue library fines, print and graduation.

Professional Costs: CIPD membership fees could be applicable (currently £40 joining fee and £104 student membership fee per year but subject to review by the CIPD)

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/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 for Masters degrees in Business and Management:
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

Version History

This document

Date Approved: 10 June 2024

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1.1	2023/24	CAROLA WEISSMEYER	08 September 2023	Additional details in the sections on 'Accreditation' and 'Additional Costs'. Changes are made as part of re-approval process of the programme by the professional body the Chartered Institute of Personnel and Development (CIPD) and to provide an enhanced and more detailed description of the CIPD accreditation and its requirements.
1	2023/24	AIKATERINI KOSKINA	17 April 2023	
1	2022/23	MICHAEL PENDER	20 July 2022	