

Programme Specification

Masters, Postgraduate Diploma, Postgraduate Certificate in Business Administration (Senior Leader)

This programme specification applies to students starting the programme from Sept 2021 onwards.

Information for students: the programme specification is the definitive document summarising the structure and content of your degree programme. It is reviewed and updated every year as part of Keele's Annual Programme Review process. The document aims to clarify to potential and current students what you can expect from the study of the subject over the course of your programme.

Names of programme(s) and award title(s)	Master of Business Administration (Senior Leader) (MBA)
Mode of study	Part-time/block release
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Duration:	Two years part-time

Details of professional, statutory and regulatory body (PSRB) (If appropriate):

<http://www.keele.ac.uk/qa/professionalstatutoryregulatorybodies/>

External Examiner(s): Further information can be found at:

<https://www.keele.ac.uk/qa/externalexaminers/currentexternalexaminers/>

1. What is the philosophy of the Programme?

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.

Aims:

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.

Intended learning outcomes

a) Knowledge:

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, intreprenurial 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.

b) 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.

c) Transferable 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

Keele Graduate Attributes

Engagement with this programme will enable you to further develop your intellectual, personal and professional capabilities. At Keele, we call these our ten Graduate Attributes and they include independent thinking, synthesizing information, creative problem solving, communicating clearly, and appreciating the social, environmental and global implications of your studies and activities. Whilst you will undoubtedly have already developed these skills and abilities to varying degrees, such existing capabilities can always be deepened and enriched. Our educational programme and learning environment is designed to help you to develop further as a well-rounded postgraduate who is capable of making a positive and valued contribution in a complex and rapidly changing world, whichever spheres of life you engage in during and after your studies at Keele.

Please refer to the programme webpages for a statement of how you can achieve the Keele Graduate Attributes through full engagement in the programme and other educational opportunities at Keele. Further information about the Keele Graduate Attributes can be found here: <http://www.keele.ac.uk/journey/>

2. 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.

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

3. What is the Structure of the Programme?

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 September 2021 intake – Cohort 6

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	7 th September 2021	
MAN-40180 - Strategic Marketing in a Global Context	20 th and 21 st September 2021	5 th November 2021
MAN-40182 - Digital Transformation and Digital Organisation	13 th and 14 th December 2021	28 th January 2022
MAN-40174 - Leading in a Complex World	7 th & 8 th March 2022	29 th April 2022
MAN-40176 - Strategy in a Dynamic World	3 rd & 4 th May 2022	17 th June 2022
HRM-40051 - Human Resource Management	22 nd and 23 rd September 2022	11 th November 2022

MAN-40178 – Financial Decision Making	14 th and 15 th November 2022	6 th January 2023
MAN-40272 - Research Methods	9 th January 2023	24 th February 2023
MAN-40186 - Creativity, Innovation and Quality	27 th and 28 th February 2023	14 th April 2023
MAN-40188 - People, Work and Organisations	24 th and 25 th April 2023	9 th June 2023
MAN-40194 - Creating Sustainable Value through Operations	12 th and 13 th June 2023	21 st July 2023
MAN-40190 - Extensive Company Project		Presentation by 25 th August 2023 Project submission 25 th September 2023

Proposed Teaching Dates February 2022 intake – Cohort 7

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	1 st February 2022	
MAN-40174 – Leading in a Complex World	7 th & 8 th March 2022	29 th April 2022
MAN-40176 – Strategy in a Dynamic World	3 rd & 4 th May 2022	17 th June 2022
MAN-40180 - Strategic Marketing in a Global Context	19 th and 20 th September 2022	4 th November 2022
MAN-40182 - Digital Transformation and Digital Organisation	12 th and 13 th December 2022	27 th January 2023
MAN-40186 - Creativity, Innovation and Quality	27 th and 28 th February 2023	14 th April 2023
MAN-40188 – People, Work and Organisations	24 th and 25 th April 2023	9 th June 2023
MAN-40194 - Creating Sustainable Value through Operations	12 th and 13 th June 2023	21 st July 2023
MAN-40272 - Research Methods	28 th July 2023	8 th September 2023
HRM-40051 - Human Resource Management	21 st and 22 nd September 2023	10 th November 2023
MAN-40178 - Financial Decision Making	13 th and 14 th November 2023	5 th January 2024
MAN-40190 - Extensive Company Project		Presentation by 26 th January 2024 Project submission 23 rd February 2024

Proposed Teaching Dates September 2022 intake – Cohort 8

Module	Dates (full days unless specified)	Assignment Submission Deadline
Introduction	6 th September 2022	
MAN-40180 - Strategic Marketing in a Global Context	19 th and 20 th September 2022	4 th November 2022
MAN-40182 - Digital Transformation and Digital Organisation	12 th and 13 th December 2022	27 th January 2023
MAN-40174 - Leading in a Complex World	6 th and 7 th March 2023	28 th April 2023
MAN-40176 - Strategy in a Dynamic World	2 nd & 3 rd May 2023	16 th June 2023
HRM-40051 - Human Resource Management	21 st and 22 nd September 2023	10 th November 2023
MAN-40178 – Financial Decision Making	13 th and 14 th November 2023	5 th January 2024
MAN-40272 - Research Methods	8 th January 2024	23 rd February 2024
MAN-40186 - Creativity, Innovation and Quality	26 th and 27 th February 2024	12 th April 2024
MAN-40188 - People, Work and Organisations	22 nd and 23 rd April 2024	14 th June 2024
MAN-40194 - Creating Sustainable Value through Operations	17 th and 18 th June 2024	2 nd August 2024
MAN-40190 - Extensive Company Project		Presentation by 23 rd August 2024 Project submission 23 rd September 2024

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 to understanding contemporary leadership theory. The pivotal role of the leader in the process of understanding and shaping of 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 the way in which 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 the ways in which organisations might best respond to these as they seek to develop a strong and sustainable position through careful identification of target markets and 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 on 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 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; use of data collection & analysis to support effective decision-making; and disruptive technologies and business models.

MAN-40194 Creating Sustainable Value through Operations

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 help 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 the essential guidance in conducting the research activities for your extensive company project including selection of 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 so as 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 Outcome	Module in which this is delivered	Principal forms of assessment (of the Learning Outcome) used
Knowledge:		
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)	Work-based assessment Reflective diary Extensive Company Research Project

	<p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p>	
<p>Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.</p>	<p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Extensive Company Research Project</p>
<p>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.</p>	<p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40194 Creating Sustainable Value through Operations</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Extensive Company Research Project</p>
<p>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.</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
<p>Outline the value and challenges to innovation, creativity, entrepreneurial and entrepreneurial behaviour.</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p>

	<p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p>	Extensive Company Research Project
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)	<p>Work-based assessment</p> <p>Reflective diary</p>
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.	<p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>MAN-40176 Strategy in a Dynamic World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Extensive Company Research Project</p>
Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.	<p>MAN-40194 Creating Sustainable Value through Operations</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Extensive Company Research Project</p>
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.	<p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>MAN-40272 Research Methods</p>	<p>Proposal</p> <p>Extensive Company Research Project</p>

<p>Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.</p>	<p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p>
<p>Skills</p>		
<p>Ability to assess and contribute to the development of the strategic position of your organisation.</p>	<p>MAN-40176 Strategy in a Dynamic World (SLMBA)</p> <p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Extensive Company Research Project</p>
<p>Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.</p>	<p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p>
<p>Ability to recognise the need for change and the skill to initiate and manage that change process effectively.</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
<p>Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.</p>	<p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40194 Creating Sustainable Value through Operations</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Extensive Company Research Project</p>

	<p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p> <p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p>	
Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.	<p>MAN-40178 Financial Decision Making (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p>	Work-based assessment
Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40272 Research Methods</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
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.	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p>

	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)	Work-based assessment Reflective diary
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-40272 Research Methods	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Think critically and be creative – organise your thoughts, analyse, synthesise and critically appraise. Develop the capability to identify	MAN-40186 Creativity, Innovation and Quality (SLMBA)	Work-based assessment Reflective diary

<p>assumptions, evaluate information, define terms adequately and generalise appropriately.</p>	<p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>MAN-40178 Financial Decision Making (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40176 Strategy in a Dynamic World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40272 Research Methods</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p> <p>MAN-40194 Creating Sustainable Value through Operations</p>	<p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
<p>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.</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>MAN-40178 Financial Decision Making (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40176 Strategy in a Dynamic World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40272 Research Methods</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>

<p>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.</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40176 Strategy in a Dynamic World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p> <p>MAN-40194 Creating Sustainable Value through Operations</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
<p>Demonstrate reflective practice, self-awareness and self-management.</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p> <p>MAN-40178 Financial Decision Making (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40180 Strategic Marketing in a Global Context (SLMBA)</p> <p>MAN-40194 Creating Sustainable Value through Operations</p>	<p>Reflective diary</p>
<p>Transferable skills</p>		

<p>Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40176 Strategy in a Dynamic World (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
<p>Effective use of communication and information technology</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40182 Digital Transformation and the Digital Organisation (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
<p>Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques</p>	<p>MAN-40186 Creativity, Innovation and Quality (SLMBA)</p> <p>MAN-40174 Leading in a Complex World (SLMBA)</p> <p>MAN-40190 Extensive Company Project (SLMBA)</p> <p>HRM-40051 Human Resource Management (SLMBA)</p> <p>MAN-40188 People, Work and Organisations (SLMBA)</p> <p>MAN-40194 Creating Sustainable Value through Operations</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>

Numeracy and business research skills	MAN-40190 Extensive Company Project (SLMBA) MAN-40178 Financial Decision Making (SLMBA) MAN-40272 Research Methods	Work-based assessment Extensive Company Research Project
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-40272 Research Methods	Work-based assessment Extensive Company Research Project
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-40272 Research Methods MAN-40180 Strategic Marketing in a Global Context (SLMBA) MAN-40194 Creating Sustainable Value through Operations	Work-based assessment Reflective diary Extensive Company Research Project

Exit 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

4. How is the Programme assessed?

For each module (except MAN-40272 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-40272 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.

5. 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.

6. 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.

Your employer is required to allocate a workplace mentor to support you. The workplace mentor is someone with knowledge and experience of the demands of Senior Leaders. They are supported in their role by the Programme Director through the provision of a handbook and guidance to enable them to execute the role.

7. 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.

8. 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.

9. Quality management and enhancement

The Programme Director is responsible for the overall direction of learning and teaching on the programme, reporting to the Postgraduate Programme Directors Group and the School Education Committee. The quality and standards of learning on the MBA programme subject to a continuous process of monitoring, review and enhancement.

- The Education Committee of Keele Business School 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 as part of the University's Annual Programme Review process.
- The quality and standards of learning are regularly discussed and monitored by the Programme Management Board and by the School Education Committee. A senior member of academic staff from another university is appointed to act as external examiner on the MBA Senior Leader Programme. The External Examiner is responsible for:
 - 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.

External examiners see a sample of all work marked internally. They see work when there is substantial disagreement between internal markers and moderate a sample of work from all modules. Each year External Examiners report their findings to the University and Programme Boards are required to respond. Student evaluation of, and feedback on, the quality of learning on the MBA Programme takes place in several ways:

- Evaluation forms are completed by students towards the end of each module. The results of student evaluations of all modules are reported to module leaders and reviewed by the Programme Director. Your workplace mentor or employer will also have opportunity to feedback on the effectiveness of each module.
- Feedback received from representatives of students is considered and acted on at regular meetings of the Programme's Student: Staff Voice Committee.
- Any additional student feedback is considered by the Programme Director and appropriate action taken. At the beginning of the programme, students are invited to become class representatives on the Student Staff Voice Committee, elected via the Students' Union. Meetings are held twice per year. Feedback is taken on each module and on the overall student experience. As described above, feedback is considered and acted on.

10. The principles of programme design

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

CMI Senior Leader Level 7 Apprenticeship Standards

<https://www.managers.org.uk/~media/Files/Apprenticeships/Senior-Leader-Masters-Degree-Apprenticeship-Standard.pdf>

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

QAA Quality Assuring Higher Education in Apprenticeships – Current Approaches 2017

QAA Subject Benchmark Statement – Master's Degrees in Business and Management 2015

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.

11. Programme Version History

Version History	Date	CHANGES / NOTES
Date first created	6 th September 2018	
Revision history	21 st April 2021	<p>Narrative text around apprenticeships changed to reflect the new apprenticeship standard</p> <p>Modules changed to ‘cloned and revised’ versions of the original SLMBA / Online MBA to align to the new apprenticeship standard and so that the SLMBA and Online MBA have the same modules</p> <p>Revised timetable included for cohort 6 (Sept 2021) onwards</p> <p>Requirement for one assessment to be a poster presentation removed</p> <p>Keele Management School / KMS replaced by Keele Business School / KBS</p>
Date approved by SLTC	20 th September 2018	
Date approved by QAS (new programme)	19 th November 2018	