

Programme Specification

Masters, Postgraduate Diploma, Postgraduate Certificate in Business Administration

This programme specification applies to students starting the programme from Sept 2022 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 (MBA)
Mode of study	Full-Time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Duration:	One Year Full-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?

The MBA is our on campus FT MBA programme. It is focused on the key business needs of both profit and non-profit organisations and is designed to offer you with an opportunity to develop your understanding of the knowledge and skills required to succeed in today's increasingly challenging business environment. The MBA degree is the most popular professional degree programme in the world. The Keele Business School FT MBA programme is an internationally recognised qualification designed to develop your leadership and managerial skills, supported by practical and theoretical knowledge. It gives you the chance to formally recognise your business knowledge and will take you to the next level in terms of job satisfaction, career progression, and earning potential. In brief, our FT MBA will provide you with the knowledge and skills needed to compete against the best in your field. Our FT MBA is not all about business doctrine, it is interestingly different. Our programme encourages you to challenge the way business is done, and find new, more effective, proactive, and creative ways of running your business and leading your people. Our FT MBA targeted at talented early career managers from different industrial sectors all over the globe. Accordingly, you will be able to learn from your peers, share knowledge, job experiences and ideas, create professional networks and make friendships that last forever.

Aims:

To develop tomorrow's 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. Tomorrow's 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 build on your past qualifications and work experience along with peer-to-peer engagement and learning.

The programme offers a rigorous understanding of the key disciplines of management skills and leadership agility, offering early career managers and junior leaders an in-depth knowledge 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 meeting their expectations, and creating short- and long-term sustainable financial values for the wider society.

The programme is uniquely designed to:

- create societally responsible business leaders who understand the importance of the relationship between their economic, social and environmental responsibilities.
- develop individual and collective leadership skills appropriate for the a post-pandemic business world.
- enable a new generation of business leaders to pro-actively engage with challenging and rapidly changing organisational environments and to rapidly transform ideas into reality.
- create distinctive managers and tomorrow's leaders with a unique global sustainable leadership-perspective.

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 mode of study is full-time. Acquisition of knowledge and understanding is through subject specialist and guest lectures, small-group discussions and tutorials, individual consultation, guided reading and self-study, and through the research dissertation, consultancy project or placement module. These principal learning and teaching methods are assisted by a variety of mix learning activities, such as group and individual presentations, individual feedback on assignments, the use of real business case studies and both summative and formative assessment. So, you will be required to take unseen exams, produce reports, briefing notes, presentations and reflective diaries, etc. Together these will build up into a personalised portfolio of experience – tangible proof that you have acquired key personal skills and required business knowledge and something we know that your current or prospective employers find very useful.

The teaching plan of the MBA programme consists of both online learning and in-situ learning activities as follows:

1. **Online Learning:**

- Minimum requirement of a weekly pre-recording of a short duration (no more than 10 minutes) - it is up to individual module leaders to decide if they want to offer more pre-recorded material.
- ‘Asynchronous’ online learning on KLE where materials will be posted online and students will have to work through them in their own time. Examples include pre-recorded learning material, ranging from a short introduction to a topic to micro-lectures, podcasts, videos, digital texts, quizzes, problem solving activities, and online class discussions via course discussion boards.
- Where appropriate ‘synchronous’ online learning via MS Teams, like guest speaker live classes and virtual group and/or tutor meetings, will be offered.

2. **In-situ Learning:** a stimulating mix of lectures, tutorials, case studies, and business simulations will be provided as follows:

- Whole Group Learning (replaces traditional broadcasted lectures): Scheduled in-situ teaching for large group sessions with all students. Examples include mini-lectures/presentations with content-

related questions/activities, plenaries with group discussions, dialogic classroom, and business games' sessions.

- Small Group Learning (equivalent to tutorials): Scheduled in-situ teaching for small group sessions, like tutorials, problem-based learning groups, etc.

Note: based the situation of COVID-19 (and/or any other similar situation), this teaching plan could be changed to 100% online learning via MS Teams following to the government rules and Keele University decision.

In addition, there will be a range of extra curricular activities such as: Business Simulation, trips, study tours, participation in a recognised MBA competition, careers enhancement, and professional networking activities designed to develop and enhance your experience and prospects. All employers are looking for graduates who have a range of skills, personal talents and experiences, which will help them to be productive in the workplace. Consequently, the engagement with these extra-curricular activities gives you the chance to develop these skills and personal qualities and to make your own mark in the world of profit and non-profit organizations. Additionally, these extra curricular activities will help you to play multiple roles at once – as a business manager, tomorrow's leader, as a member of the board of non-profit organisation in your local community, as an advisor to startups, as a career coach, etc. Ultimately, Keele Business School FT MBA programme is a living learning laboratory where you will learn how to effectively combine soft and hard business skills to achieve improved business performance, increased personal job satisfaction and career progression.

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

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

The final 30 credits of the programme offer you a choice between dissertation, consultancy project, or placement in an organisation:

- The dissertation requires independent thought and action and encourages the integration of course material with areas of individual expertise and interest. The context, data, analysis and conclusions of the study are to be presented for assessment in a dissertation. Completion of the dissertation is supported by an academic supervisor.

- Consultancy Project: the aim is to encourage and enable you to reflect on an applied research placement and to develop and apply your skills within the management of organisations. You will work for 8-12 weeks on a consultancy project for an organisation chosen by Keele Business School. The consultancy period plus a consultancy report, presentation, reflective piece and an organisation/company assessment will constitute the module's summative assessment
- Placement Project: it will be your responsibility, with the support of the University Careers Team, 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.

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

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

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

3. What is the Structure of the Programme?

The programme comprises a taught programme of 9 modules amounting to 135 Level 7 (Masters) credits, plus an MBA Research Methods module (15 credits) and associated dissertation/placement/consultancy project worth 30 credits. This amounts to a total of 180 credits for the MBA as a whole.

Provisional Structure:

Module	Semester
MAN-40246 Financial Management (FTMBA)	1
MAN-40240 Strategic Marketing (FTMBA)	1

MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)	1
MAN-40238 Leading in Complexity (FTMBA)	1
MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)	2
MAN-40232 Management of People and Organisations (FTMBA)	2
MAN-40262 Creativity and Innovation Management (FTMBA)	2
MAN-40276 Research Methods (FTMBA)	2
MAN-40242 Creating Sustainable Value Through Operations (FTMBA)	3
MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)	3
MAN-40252 Dissertation (FTMBA)	3
MAN-40256 Consultancy Project (FTMBA)	
MAN-40258 - Placement Project (FTMBA)	

The programme consists of the following modules:

[MAN-40246 Financial Management \(FTMBA\)\(15 credits\)](#)

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-40240 Strategic Marketing \(FTMBA\) \(15 credits\)](#)

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-40244 Organisational Strategy in a Dynamic World \(FTMBA\) \(15 Credits\)](#)

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-40238 Leading in Complexity \(FTMBA\) \(15 credits\)](#)

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-40234 Digital Transformation and the Digital Organisation (FTMBA) (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-40432 Management of People and Organisations (FTMBA) (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.

MAN-40262 Creativity and Innovation Management (FTMBA) (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-40276 Research Methods (FTMBA) (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-40242 Creating Sustainable Value Through Operations (FTMBA) (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 help to deliver the triple bottom line of people, planet and profit.

MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA) (15 credits)

An understanding of sustainability allows us to recognise why our ability to prosper now and in the future requires attention not just to economic and social progress but also conserving (and enhancing) the natural environment. There has never been a more important time to understand how government, industry and society can respond to this challenge. This module looks at the bigger picture but focuses on how companies can respond by changing what they are doing - both strategically and operationally - to gain or maintain a competitive advantage whilst improving their sustainability performance.

MAN-40252 Dissertation/ MAN-40256 Consultancy Project/ MAN-40258 Placement Project (FTMBA) (30 credits)

This module aims to provide an opportunity for you to undertake a substantial piece of independent research, a consultancy project or a work-placement:

- MAN-40252 Dissertation. The dissertation requires independent thought and action and encourages the integration of course material with areas of individual expertise and interest. The context, data, analysis and conclusions of the study are to be presented for assessment in a dissertation. Completion of the dissertation is supported by an academic supervisor.
- MAN-40256 Consultancy Project: the aim is to encourage and enable you to reflect on an applied research placement and to develop and apply your skills within the management of organisations. You will work for 8-12 weeks on a consultancy project for an organisation chosen by Keele Business School. The consultancy period plus a consultancy report, presentation, reflective piece and an organisation/company assessment will constitute the module's summative assessment
- MAN-40258 Placement Project: it will be your responsibility, with the support of the School's Placement Officer, to find and secure the placement which can last between 8 weeks -12 months. The placement should be a paid work placement at a suitable level for Master's study. During your time on the placement you will be required to complete an extended project on behalf of the organisation. The project report, presentation and a reflective piece and an organisation assessment will constitute the module's summative assessment.

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-40252 Dissertation (FTMBA) MAN-40256 Consultancy Project (FTMBA) MAN-40258 Placement Project (FTMBA)	Independent Research Project Management Report + Individual Presentation + Reflective Diary + Performance Review

	<p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p>	<p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Assignment</p>
Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.	<p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p>	<p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Assignment</p> <p>Individual Assignment</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>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p>	<p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Individual Assignment</p>

	MAN-40242 Creating Sustainable Value Through Operations (FTMBA)	Individual Presentation + Individual Report
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>MAN-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Assignment</p>
Outline the value and challenges to innovation, creativity, intreprenurial and entrepreneurial behaviour.	<p>MAN-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Individual Assignment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Assignment</p>

<p>Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.</p>	<p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p>	<p>Individual Assignment</p>
<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>	<p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p>	<p>Individual Assignment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Assignment</p>
<p>Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.</p>	<p>MAN-40242 Creating Sustainable Value Through Operations (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p>	<p>Individual Presentation + Individual Report</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Management Report</p> <p>Individual Assignment</p>

	MAN-40240 Strategic Marketing (FTMBA)	Individual Assignment
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-40252 Dissertation (FTMBA) MAN-40256 Consultancy Project (FTMBA) MAN-40258 Placement Project (FTMBA) MAN-40276 Research Methods (FTMBA)	Independent Research Project Management Report + Individual Presentation + Reflective Diary + Performance Review Extended Company Project + Individual Presentation + Reflective Diary + Performance Review Online Multiple Choice Exam + Individual Assignment
Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.	MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA) MAN-40238- Leading in Complexity (FTMBA)	Individual Management Report Individual Assignment
Skills		
Ability to assess and contribute to the development of the strategic position of your organisation.	MAN-40244 Organisational Strategy in a Dynamic World (FTMBA) MAN-40262 Creativity and Innovation Management (FTMBA) MAN-40252 Dissertation (FTMBA) MAN-40256 Consultancy Project (FTMBA) MAN-40258 Placement Project (FTMBA) MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA) MAN-40432 Management of People and Organisations (FTMBA)	Individual Assignment Individual Practices-based Assessment Independent Research Project Management Report + Individual Presentation + Reflective Diary + Performance Review Extended Company Project + Individual Presentation + Reflective Diary + Performance Review Individual Management Report Individual Assignment

	MAN-40240 Strategic Marketing (FTMBA)	Individual Assignment
Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.	MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA) MAN-40238- Leading in Complexity (FTMBA)	Individual Management Report Individual Assignment
Ability to recognise the need for change and the skill to initiate and manage that change process effectively.	MAN-40262 Creativity and Innovation Management (FTMBA) MAN-40174 Leading in a Complex World (SLMBA) MAN-40252 Dissertation (FTMBA) MAN-40256 Consultancy Project (FTMBA) MAN-40258 Placement Project (FTMBA)	Individual Practices-based Assessment Individual Assignment Independent Research Project Management Report + Individual Presentation + Reflective Diary + Performance Review Extended Company Project + Individual Presentation + Reflective Diary + Performance Review
Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.	MAN-40252 Dissertation (FTMBA) MAN-40256 Consultancy Project (FTMBA) MAN-40258 Placement Project (FTMBA) MAN-40238- Leading in Complexity (FTMBA) MAN-40242 Creating Sustainable Value Through Operations (FTMBA) MAN-40432 Management of People and Organisations (FTMBA) MAN-40240 Strategic Marketing (FTMBA) MAN-40262 Creativity and Innovation Management (FTMBA)	Independent Research Project Management Report + Individual Presentation + Reflective Diary + Performance Review Extended Company Project + Individual Presentation + Reflective Diary + Performance Review Individual Assignment Individual Presentation + Individual Report Individual Assignment Individual Assignment Individual Practices-based Assessment

<p>Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.</p>	<p>MAN-40246 Financial Management (FTMBA)</p> <p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p>	<p>Group-based Assignment + Unseen Exam</p> <p>Individual Assignment</p>
<p>Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.</p>	<p>MAN-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p> <p>MAN-40276 Research Methods (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Individual Assignment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Online Multiple Choice Exam + Individual Assignment</p> <p>Individual Assignment</p>
<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>	<p>MAN-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Individual Assignment</p>

	MAN-40240 Strategic Marketing (FTMBA)	Individual Assignment
Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.	MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)	Individual Management Report
	MAN-40238- Leading in Complexity (FTMBA)	Individual Assignment
	MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)	Individual Assignment
	MAN-40432 Management of People and Organisations (FTMBA)	Individual Assignment
	MAN-40240 Strategic Marketing (FTMBA)	Individual Assignment
Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation, risk management and project management.	MAN-40262 Creativity and Innovation Management (FTMBA)	Individual Practices-based Assessment
	MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)	Individual Assignment
	MAN-40238- Leading in Complexity (FTMBA)	Individual Assignment
	MAN-40242 Creating Sustainable Value Through Operations (FTMBA)	Individual Presentation + Individual Report
	MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)	Individual Assignment
	MAN-40252 Dissertation (FTMBA)	Independent Research Project
	MAN-40256 Consultancy Project (FTMBA)	Management Report + Individual Presentation + Reflective Diary + Performance Review
	MAN-40258 Placement Project (FTMBA)MAN-40238- Leading in Complexity (FTMBA)	Extended Company Project + Individual Presentation + Reflective Diary + Performance Review
	MAN-40246 Financial Management (FTMBA)	Group-based Assignment + Unseen Exam
	MAN-40432 Management of People and Organisations (FTMBA)	Individual Assignment
	MAN-40240 Strategic Marketing (FTMBA)	Individual Assignment

	MAN-40276 Research Methods (FTMBA)	Online Multiple Choice Exam + Individual Assignment
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.	<p>MAN-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40246 Financial Management (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p> <p>MAN-40276 Research Methods (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p> <p>MAN-40242 Creating Sustainable Value Through Operations (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Individual Assignment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Group-based Assignment + Unseen Exam</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Online Multiple Choice Exam + Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Presentation + Individual Report</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>MAN-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project</p>	<p>Individual Practices-based Assessment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p>

	<p>(FTMBA)MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40246 Financial Management (FTMBA)</p> <p>MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p> <p>MAN-40276 Research Methods (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p> <p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p>	<p>Individual Assignment</p> <p>Group-based Assignment + Unseen Exam</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Online Multiple Choice Exam + Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Assignment</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-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p> <p>MAN-40242 Creating Sustainable Value Through Operations (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Presentation + Individual Report</p>

<p>Demonstrate reflective practice, self-awareness and self-management.</p>	<p>MAN-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)</p> <p>MAN-40246 Financial Management (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40432 Management of People and Organisations (FTMBA)</p> <p>MAN-40240 Strategic Marketing (FTMBA)</p> <p>MAN-40242 Creating Sustainable Value Through Operations (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Individual Assignment</p> <p>Group-based Assignment + Unseen Exam</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Individual Presentation + Individual Report</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-40262 Creativity and Innovation Management (FTMBA)</p> <p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)</p>	<p>Individual Practices-based Assessment</p> <p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Assignment</p> <p>Individual Management Report</p> <p>Individual Assignment</p>

	MAN-40432 Management of People and Organisations (FTMBA)	Individual Assignment
	MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)	Individual Assignment
Effective use of communication and information technology	MAN-40262 Creativity and Innovation Management (FTMBA)	Individual Practices-based Assessment
	MAN-40234 Digital Transformation and the Digital Organisation (FTMBA)	Individual Assignment
	MAN-40252 Dissertation (FTMBA)	Independent Research Project
	MAN-40256 Consultancy Project (FTMBA)	Management Report + Individual Presentation + Reflective Diary + Performance Review
	MAN-40258 Placement Project (FTMBA)MAN-40238- Leading in Complexity (FTMBA)	Extended Company Project + Individual Presentation + Reflective Diary + Performance Review
Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques	MAN-40262 Creativity and Innovation Management (FTMBA)	Individual Practices-based Assessment
	MAN-40238- Leading in Complexity (FTMBA)	Individual Assignment
	MAN-40252 Dissertation (FTMBA)	Independent Research Project
	MAN-40256 Consultancy Project (FTMBA)	Management Report + Individual Presentation + Reflective Diary + Performance Review
	MAN-40258 Placement Project (FTMBA)	Extended Company Project + Individual Presentation + Reflective Diary + Performance Review
	MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)	Individual Management Report
	MAN-40432 Management of People and Organisations (FTMBA)	Individual Assignment
	MAN-40242 Creating Sustainable Value Through Operations (FTMBA)	Individual Presentation + Individual Report
Numeracy and business research skills	MAN-40252 Dissertation (FTMBA)	Independent Research Project

	<p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40246 Financial Management (FTMBA)</p> <p>MAN-40276 Research Methods (FTMBA)</p>	<p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Group-based Assignment + Unseen Exam</p> <p>Online Multiple Choice Exam + Individual Assignment</p>
Ability to analyse and evaluate narrative data	<p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p> <p>MAN-40238- Leading in Complexity (FTMBA)</p> <p>MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)</p> <p>MAN-40276 Research Methods (FTMBA)</p>	<p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Management Report</p> <p>Individual Assignment</p> <p>Individual Assignment</p> <p>Online Multiple Choice Exam + Individual Assignment</p>
Independent, self-critical learner	<p>MAN-40252 Dissertation (FTMBA)</p> <p>MAN-40256 Consultancy Project (FTMBA)</p> <p>MAN-40258 Placement Project (FTMBA)</p> <p>MAN-40266 Organisational Responses To Sustainability Challenge (FTMBA)</p>	<p>Independent Research Project</p> <p>Management Report + Individual Presentation + Reflective Diary + Performance Review</p> <p>Extended Company Project + Individual Presentation + Reflective Diary + Performance Review</p> <p>Individual Management Report</p>

	MAN-40238- Leading in Complexity (FTMBA)	Individual Assignment
	MAN-40244 Organisational Strategy in a Dynamic World (FTMBA)	Individual Assignment
	MAN-40432 Management of People and Organisations (FTMBA)	Individual Assignment
	MAN-40276 Research Methods (FTMBA)	Online Multiple Choice Exam + Individual Assignment
	MAN-40240 Strategic Marketing (FTMBA)	Individual Assignment
	MAN-40242 Creating Sustainable Value Through Operations (FTMBA)	Individual Presentation + Individual Report

Exit Awards

Award Title	Credit Requirements
Master of Business Administration	180 credits at Level 7, including the Dissertation / Placement / Consultancy Project.
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?

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

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

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

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

5. What are the typical admission requirements for the programme?

This MBA is designed for professionals in the private, public or third sector. It is designed for any individual moving into or aspiring to a senior or strategic management role. This can include General Managers, Senior Managers, Section Leaders, Executives, Directors, COO, CFO, CEO, CIO roles, senior military officers as well as middle management roles that are a 'stepping stone' to these. You should have:

- A 2:ii honours degree, or
- An equivalent overseas degree or
- A degree-level professional qualification or
- Non-standard qualifications and extensive work experience (on a case-by-case basis and through interviewing the candidate)
- At least 2 years post-graduation work experience prior to starting the course

Applicants for whom English is a second language will be required to take the KUDA test and may also be required to achieve English language proficiency of at least Academic IELTS 6.5 in IELTS test scores with a minimum of 6 in each subtest or TOEFL iBT- Overall 90 with: Listening- 17; Reading- 21; Speaking- 20; Writing- 21 (or other equivalent Tests such as PTE Academic; Cambridge English).

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, the University provides Student Learning Support Officers who can provide support, advice and guidance on pastoral and study related issues.

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 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

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.

11. Course Specific Regulations

The following is a deviation from Regulation C7, 5.4:

The dissertation for this programme is worth 30 credits. Students may also undertake a 30 credit Consultancy Project or Placement Project in lieu of a traditional dissertation.

12. Programme Version History

Version History	Date	CHANGES / NOTES
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Date first created	8 th July 2021	
Post validation	15 th September 2021	Includes modifications as per requirements of the validation panel