Masters, Postgraduate Diploma, Postgraduate Certificate in Management

Programme Specification: Postgraduate

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.

Please note that this programme specification applies to students starting the programme from September 2021 onwards.

Names of programme(s):	MSc Management
	Postgraduate Diploma Management
	Postgraduate Certificate Management
Mode of study:	Full time
	Part time
Framework of Higher Education Qualification (FHEQ) level of final award:	FHEQ Level 7
Duration:	Full time 12-24 months (dependent on chosen route)
	Part time 24-36 months (dependent on chosen route)

Details of professional, statutory and regulatory body (PSRB) (If appropriate): http://www.keele.ac.uk/qa/professionalstatutoryregulatorybodies/

External Examiner(s) names: http://www.keele.ac.uk/qa/externalexaminers/

1. What is the philosophy of the Programme?

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

The programme covers core subjects such as: Leadership; International Operations and Supply; International Business and Accounting. These are supplemented by optional modules in areas such as: Entrepreneurship; Human Resource Management; Strategy and Information Management. You can also choose to take options to complement your management programme from Computing based modules, foreign languages or Sustainability modules, thus allowing you to broaden the scope of your master's study.

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

- Research dissertation – An in-depth independent piece of research on an area of interest to you

- Consultancy project – 8-12 week live consultancy project working on a project within an organisation

- Work placement – 8 weeks -12 months paid work placement

- Entrepreneurship activity[1] - 8 weeks -12 months based in our incubation hub and supported by our entrepreneurs in residence, working on your own business idea.

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

Programme Aims:

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

The programme aims to provide successful students with:

1. The ability to solve current problems in Management by applying a range of different theories, creative approaches and techniques, and developing the judgement skills to choose between them.

2. An appreciation of the social, environmental and global implications of their studies and the capability to act as a responsible manager.

3. An open and questioning approach to ideas, demonstrating curiosity, independence of thought and the ability to appreciate a range of perspectives, together with acknowledgement of the provisional and dynamic nature of our understanding of, management practice.

4. The ability to effectively utilise relevant information and communication skills.

5. The ability and motivation to participate responsibly and collaboratively as an active citizen in the communities in which they live and work: appreciate and cherish diversity; comprehend the ties

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

between local, national and global issues; appreciate the impact of your work on management, organisations and the world of work in general.

6. The flexibility to thrive in rapidly changing and uncertain external environments and to update skills and knowledge as circumstances require.

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

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

- Lectures include a range of formative activities, including class discussions, group presentations, and exercises, to check understanding and to assist students when preparing for summative assessment.
- Tutorials focus on a range of formative activities, including class discussions, group activities, group or individual presentations, case studies, question and answer sessions, to check understanding and to assist students when preparing for summative assessment.
- Case study workshops include class participation activities related to the presentations by academics and external speakers.
- Essay guidance sessions are also provided for students to discuss their approach to the essay and to receive feedback before they submit.

- Web-based learning using the University's virtual learning environment (KLE). The KLE is used to give students easy access to a wide-range of resources and research tools.
- Independent study based on directed reading from textbooks, research monographs, and academic journals.

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

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

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

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

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

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

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

- Lectures and independent study allow students to gain a systematic understanding of business management and how its methods of analysis may be used to investigate a variety of contemporary social problems.

- Seminars and tutorials provide opportunities for students to ask questions about, and suggest answers to problems in a responsible way, and to present their own ideas to members of staff and other students using an appropriate medium of communication.

- Seminars and tutorials encourage students to reflect on their own learning and take responsibility for its development by addressing areas of difficulty, perhaps by discussing them with their fellow students or by getting additional help from a member of staff.

- Undertaking a dissertation with the support of an experienced and active researcher allows students to formulate relevant research questions and devise a feasible and methodologically sound strategy for answering them.

- Undertaking a consultancy project allows students to opportunity to gain work experience and apply the skills developed during the taught modules in a real-life business setting.

- Participating in the work placement gives students the opportunity to gain extended work experience.

- The entrepreneurship project will enable students to develop their own business idea with the intention of building their own business.

Programme Team:

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

3. What is the Structure of the Programme?

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

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

The structure of the year is as follows:

For the full-time mode:

The availability of option modules will be determined by demand and staff availability. Options are chosen to bring the number of credits taken in each of Semester 1 and Semester 2 up to 60 (full-time).

For the part-time mode:

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

September, Semester 1 start (part time):

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

January, Semester 2 start (part time):

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

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

Full time – September Start

Semester One

Title	Credits	Status
MAN-40056: Leadership	15	Compulsory
MAN-40110 International Operations and Supply	15	Compulsory
Group One – Choose at least ONE		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40120 Understanding Consumer Behaviour	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
Group Two		
ESC-40031 Clean and Green: Technologies from Above the Earth	15	Option

Title	Credits	Status
CSC-40044 System Design and Programming[2]	15	Option
Choice of modern language from absolute beginners to advanced level (subject to availability)[3] - Mandarin Chinese (CHI-90001/3/5), French (FRE-90001/3/5/7/9), German (GER-90001/3/5/7/9) , Japanese (JAP-90001/3/5), Spanish (SPN - 90001/3/5/7/9) or Russian (RUS-90001/3/5), British Sign Language (BSL-90001/3)	15	Option
Advanced Business English[4]	15	Option

Semester Two

Title	Credits	Status
MAN 40118 Contemporary Challenges in Global Business	15	Compulsory
MAN-40058 Creativity and Personal Development	15	Compulsory
Group One – Choose at least ONE		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
Group Two		
CSC-40039 Cloud Computing[5]	15	Option
CSC-40046 Web Technologies and Security[6]	15	Option

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[2] This module is taught in an intensive block from weeks 2-6 and is the pre-requisite for CSC-40039; CSC-40046; CSC-40038

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

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

[5] Pre-requisite of CSC-40044 required to study this module

[6] Pre-requisite of CSC-40044 required to study this module

Title	Credits	Status
CSC-40038 Collaborative Application Development[7]	15	Option
ESC-40030 Case Studies in Sustainability	15	Option
ESC-40047 Green IT	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability)[8] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN - 90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4)[9]**	15	Option
Advanced Business English[10]	15	Option

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

Students whose first language is not English are offered language classes, facilities and services by the University's Language Centre. In addition to credit-bearing modules on English for academic study, students also have access to one-to-one tutorials for individual help and advice, and to a wealth of resources for self-study and practice. Students requiring English language support (on testing) will be required to take one or two of the following modules in addition to the modules above:

- ENL-40001: Academic English for Postgraduate Students 1 - semester 1

- ENL-40004: Academic English for Postgraduate Students 1-B - semester 2

- ENL-40002: Academic English for Postgraduate Students 2 - semester 1 or 2

Semester Three

Title	Credits	Status
MAN-40192 Research Methods	15	Compulsory
Group One – Chose ONE		
MAN-40204 Dissertation	45	Option

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[7] Pre-requisite of CSC-40044 required to study this module

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

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

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

Title	Credits	Status
MAN-40198 Consultancy Project	45	Option
MAN-40202 Entrepreneurship Project[11]	45	Option
MAN-40200 Placement Project	45	Option

Full time – January Start

Semester Two

Title	Credits	Status
MAN 40118 Contemporary Challenges in Global Business	15	Compulsory
MAN-40058 Creativity and Personal Development	15	Compulsory
Group One – Choose at least ONE		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
Group Two		
ESC-40030 Case Studies in Sustainability	15	Option
ESC-40047 Green IT	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability)[12] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN -	15	Option

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[11] Visa restrictions may apply

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

Title	Credits	Status
90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4)[13]**		
Advanced Business English[14]	15	Option

Semester Three

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

Semester One

Title	Credits	Status
MAN-40056: Leadership	15	Compulsory
MAN-40110 International Operations and Supply	15	Compulsory
Group One – Choose at least ONE		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40120 Understanding Consumer Behaviour	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
Group Two		

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

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

[15] Visa restrictions may apply

Title	Credits	Status
ESC-40031 Clean and Green: Technologies from Above the Earth	*15*	*Option*
CSC-40044 System Design and Programming[16]	*15*	*Option*
Choice of modern language from absolute beginners to advanced level (subject to availability)[17] - *Mandarin Chinese (CHI-90001/3/5), French (FRE-90001/3/5/7/9), German (GER-90001/3/5/7/9) , Japanese (JAP-90001/3/5), Spanish (SPN - 90001/3/5/7/9) or Russian (RUS-90001/3/5), British Sign Language (BSL-90001/3)*	*15*	*Option*
Advanced Business English[18]	*15*	*Option*

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

Students whose first language is not English are offered language classes, facilities and services by the University's Language Centre. In addition to credit-bearing modules on English for academic study, students also have access to one-to-one tutorials for individual help and advice, and to a wealth of resources for self-study and practice. Students requiring English language support (on testing) will be required to take one or two of the following modules in addition to the modules above:

- ENL-40001: Academic English for Postgraduate Students 1 - semester 1

- ENL-40004: Academic English for Postgraduate Students 1-B - semester 2

- ENL-40002: Academic English for Postgraduate Students 2 – semester 1 or 2

Part time – September Start

Year One Semester One

Title	Credits	Status
MAN-40056 Leadership	*15*	*Compulsory*
Choose ONE from:		

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[16] This module is taught in an intensive block from weeks 2-6 and is the pre-requisite for CSC-40039; CSC-40046; CSC-40038

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

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

Title	Credits	Status
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40120 Understanding Consumer Behaviour	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
ESC-40031 Clean and Green: Technologies from Above the Earth	15	Option
CSC-40044 System Design and Programming[19]	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability)[20] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN - 90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4)[21]	15	Option
Advanced Business English[22]	15	option

Year One Semester Two

Title	Credits	Status
MAN-40118 Contemporary Challenges in Global Business	15	Compulsory
Choose ONE from:		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option

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[19] This module is taught in an intensive block from weeks 2-6 and is the pre-requisite for CSC-40039; CSC-40046; CSC-40038

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

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

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

Title	Credits	Status
CSC-40039 Cloud Computing[23]	15	Option
CSC-40046 Web Technologies and Security[24]	15	Option
CSC-40038 Collaborative Application Development[25]	15	Option
ESC-40030 Case Studies in Sustainability	15	Option
ESC-40047 Green IT	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability)[26] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN -90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4)[27]	15	Option
Advanced Business English[28]	15	Option

Year 1 Semester Three

Title	Credits	Status
MAN-40192: Research Methods	15	Compulsory

Year 2 Semester 1

Title	Credits	Status
MAN-40110 International Operations and Supply	15	Compulsory
Choose ONE from…		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option

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[23] Pre-requisite of CSC-40044 required to study this module

[24] Pre-requisite of CSC-40044 required to study this module

[25] Pre-requisite of CSC-40044 required to study this module

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

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

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

Title	Credits	Status
MAN-40120 Understanding Consumer Behaviour	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option

Year 2 Semester 2

Title	Credits	Status
MAN-40058 Creativity and Personal Development	15	Compulsory
Choose ONE from:		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option

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

Students whose first language is not English are offered language classes, facilities and services by the University's Language Centre. In addition to credit-bearing modules on English for academic study, students also have access to one-to-one tutorials for individual help and advice, and to a wealth of resources for self-study and practice. Students requiring English language support (on testing) will be required to take one or two of the following modules in addition to the modules above:

- ENL-40001: Academic English for Postgraduate Students 1 - semester 1

- ENL-40004: Academic English for Postgraduate Students 1-B - semester 2

- ENL-40002: Academic English for Postgraduate Students 2 - semester 1 or 2

Year 2 Semester Three

Title	Credits	Status
Choose ONE from:		
MAN-40204 Dissertation	60	Option
MAN-40198 Consultancy Project	60	Option

Title	Credits	Status
MAN-40202 Entrepreneurship Project[29]	60	Option
MAN-40200 Placement Project	60	Option

Part time – January Semester Start

Year 1 Semester 2

Title	Credits	Status
MAN-40118 Contemporary Challenges in Global Business	15	Compulsory
Choose ONE from:		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
ESC-40030 Case Studies in Sustainability	15	Option
ESC-40047 Green IT	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability)[30] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN -90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4)[31]	15	Option

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[29] Visa restrictions may apply

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

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

Year 1 Semester 3

Title	Credits	Status
MAN-40192: Research Methods	15	Compulsory

Year 1 Semester 1

Title	Credits	Status
MAN-40110 International Operations and Supply Chains	15	Compulsory
Choose ONE from:		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40120 Understanding Consumer Behaviour	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option
ESC-40031 Clean and Green: Technologies from Above the Earth	15	Option
CSC-40044 System Design and Programming[32]	15	Option
Choice of modern language from post-beginners to advanced level (subject to availability)[33] *- Mandarin Chinese (CHI-90002/4/6), French (FRE-90002/4/6/8/10), German (GER-90002/4/6/8/10), Japanese (JAP-90002/4/6), Spanish (SPN - 90002/4/6/8/10) or Russian (RUS-90002/4/6)*, British Sign Language (BSL-90002/4)[34]	15	Option
Advanced Business English[35]	15	option

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[32] *This module is taught in an intensive block from weeks 2-6 and is the pre-requisite for CSC-40039; CSC-40046; CSC-40038*

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

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

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

Year 2 Semester 2

Title	Credits	Status
MAN-40058 Creativity and Personal Development	15	Compulsory
Choose ONE from …		
MAN-40018 Entrepreneurship	15	Option
HRM-40044 Strategic HRM	15	Option
HRM-40049 International Human Resources	15	Option
MAN-40036 Strategy and Information Management	15	Option
MAN-40126 Brands and Branding	15	Option
MAN-40128 Marketing Management in the Digital Age	15	Option

Year 2 Semester 3

Title	Credits	Status
Group One – Choose ONE		
MAN-40204 Dissertation	45	Option
MAN-40198 Consultancy Project	45	Option
MAN-40202 Entrepreneurship Project[36]	45	Option
MAN-40200 Placement Project	45	Option

Year 2 Semester 1

Title	Credits	Status
MAN-40056 Leadership	15	Compulsory
Choose ONE from:		
MAN-40114 International Business Context	15	Option
ACC-40003 Accounting for Decision Making	15	Option
MAN-40120 Understanding Consumer Behaviour	15	Option

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[36] Visa restrictions may apply

MAN-40128 Marketing Management in the Digital Age		*15*	*Option*

Intended Learning Outcomes

Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Learning Outcome) used
The ability to solve current problems in Management by applying a range of different theories, creative approaches and techniques, and developing the judgement skills to choose between them.	*MAN-40110 International Operations and Supply* *MAN-40118 Contemporary Challenges in Global Business*	case study presentation; group presentation; analytical essay; poster; case study;
An appreciation of the social, environmental and global implications of your studies and the capability to act as a responsible manager	*MAN-40110 International Operations and Supply* *MAN-40118 Contemporary Challenges in Global Business*	case study presentation; poster; case study
An open and questioning approach to ideas, demonstrating curiosity, independence of thought and the ability to appreciate a range of perspectives, together with acknowledgement of the provisional and dynamic nature of our understanding of, management practice.	*MAN-40110 International Operations and Supply* *MAN-40118 Contemporary Challenges in Global Business*	case study presentation; analytical essay; poster; case study
The ability to effectively utilise relevant information and communication skills.	*All modules*	case study presentation; reflective analysis; group presentation; poster; case study; ; group project
The ability and motivation to participate responsibly and collaboratively as an active citizen in the communities in which you live and work: appreciate and cherish	*MAN-40110 International Operations and Supply* *MAN-40118 Contemporary Challenges in Global Business*	case study presentation; group presentation; poster; case study

diversity; comprehend the ties between local, national and global issues; appreciate the impact of your work on management, organisations and the world of work in general.		

Exit Routes from the Award

The MSc can be awarded 'with distinction'. The final award achieved will depend on the credits achieved and the modules taken:

- **Masters**: 8 modules passed and dissertation/consultancy project/placement/ entrepreneurship (= 180 credits)

- **Postgraduate Diploma**: 120 credits passed

- **Postgraduate Certificate**: 60 credits passed

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:

- **Essays**, including those based on case study material, test the quality and application of subject knowledge. In addition they allow students to demonstrate their ability to carry out basic bibliographic research and to communicate their ideas effectively in writing in an appropriate scholarly style using the Harvard, or recognised alternative, system of referencing.

- **Exercises** test a student's ability to frame and solve analytical and numerical questions. They demonstrate student competence and familiarity with a range of mathematical techniques that form the everyday tool-kit of the modern economist.

- **Literature reviews and research reports** test a student's knowledge of different research methodologies and the limits and provisional nature of knowledge. They also enable students to demonstrate their ability to formulate research questions and to answer them using an appropriate strategy.

- **Oral presentations and reflective report** assess a student's subject knowledge and understanding. They also test the ability to work effectively as members of a team, to communicate what they know orally and visually, and to reflect on these processes as part of their own personal development.

- **Unseen examinations** in different formats test students' core and in-depth knowledge as well as their ability to apply that knowledge responsibly in understanding social problems. Examinations may consist of essay, short answer and/or multiple choice questions.

- **Dissertation** tests a student's ability to work independently, to formulate a research topic and questions, to develop an appropriate research methodology, and to demonstrate mastery of the topic through a critical engagement with the literature, the quality of its presentation and the ability

to draw together all the strands of a particular argument into the approach to the solution to an academic question.

- **Consultancy project** tests students' ability to work independently and with business clients on a project of benefit to the organisation. In doing so, the student will develop an appropriate research methodology and demonstrate mastery of the subject by applying to a business context. Through the final report and presentation, the student will demonstrate the ability to draw together all the strands of a particular argument into the approach to the solution to a business problem.

- **Work Placement report** tests students' ability to work independently and with business clients on a project of benefit to the organisation. In doing so, the student will develop an appropriate research methodology and demonstrate mastery of the subject by applying to a business context. Through the final report and presentation, the student will demonstrate the ability to draw together all the strands of a particular argument into the approach to the solution to a business problem.

- **Entrepreneurship portfolio** tests the students' ability to present evidence of entrepreneurial activity and rigorous engagement with the activity designed to support the development of their new business venture.

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

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

Students will need at least a second class honours degree or overseas equivalent qualification in order to apply to study the programme. Appropriate professional qualifications or relevant work experience may also be considered. Applicants for whom English is a second language will require English language proficiency of at least Academic IELTS 6.5 in IELTS test scores with a minimum of 5.5 in each subtest (or equivalent)

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

6. How are students supported on the programme?

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

- Module leaders are responsible for providing support for learning on the modules and in the tutorial groups for which they are responsible. They also give individual feedback on in-course assessments and more general feedback on examinations. Module leaders have set student consultation hours each week and students are encouraged to attend these hours to get specific help and support for their learning. Module leaders are available to see students at other times by appointment (usually via email).

- The Programme Director assumes responsibility for monitoring overall student progress through the subject, undertaking progress reviews and providing a general point of contact for students in Management. The Programme Director may be consulted on a wide range of issues and, among other things, commonly may be approached to provide a reference for job and other applications.

- Personal tutors can also act as a first point of contact for students on non-academic issues which may affect their learning and can refer students to a range of specialist health, welfare and financial services co-ordinated by the University's Student Services Centre.

- Additional help for international students is also available from the Language Centre.

7. Learning Resources

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

The learning resources available to students on the Programme include:

- The extensive collection of business and management materials relevant to postgraduate study held in the University Library. Built up over an extensive period of delivering Management at this level, these materials include books, journals and government publications. Much of this material is also accessible online to Keele students from anywhere in the world with a University username and password.

- The Keele Learning Environment (KLE) which provides easy access to a wide range of learning resources including lecture notes, electronic materials available in a repository maintained by the University Library and other resources – video, audio and text-based – accessible from external providers via the internet.

8. Other learning opportunities

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

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

9. Quality management and enhancement

The Programme Director is responsible for the overall direction of learning and teaching on the programme, reporting to the School Education Committee.

The quality and standards of learning in the MSc Management are 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 for the 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. 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 MSc Management 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.
  - 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.

In addition to this, the quality and standards of learning are regularly discussed and monitored by the Management Programmes 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 MSc Management. The External Examiner is responsible for:

- Approving all examination questions

- Confirming all marks which contribute to a student's degree

- Reviewing and giving advice on the structure and content of the Programme and assessment procedures.

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 in MSc Management 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 Course Director.

- 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 Course 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. There are usually two student representatives for the MSc Management group. Meetings are held during each semester. Feedback is taken on each module and on the overall student experience. As described above, feedback is considered and acted on. A postgraduate representative is also invited to sit on the School Learning & Teaching Committee.

10. The principles of programme design

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

Keele University Regulations and Guidance for Students and Staff (www.keele.ac.uk/regulations)

The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies, Quality Assurance Agency, 2014 (https://www.qaa.ac.uk/en/quality-code/qualifications-and-credit-frameworks)

QAA Subject benchmark-statement for Master's degrees in Business and Management (2015) (https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16)

11. Programme Version History

Version History	Date	CHANGES / NOTES
Date first created (if known)	24/06/15	
Date last reviewed / revised	21/07/16 11/2/20	• New version to reflect major modification to existing programme • External examiner updated • KMS website links updated • Introduction of Part time route • Change MAN-40114 from compulsory to option • Additional range of option modules
Last reviewed by	Anita Mangan & Steve French	
Last Reviewed by	Paweł Capik, Gabriella Legrenzi; 29th June 2017	- New version incorporating feedback from Quality Assurance Office
Last reviewed and revised	Dec 2018 by Teresa Oultram & Xiaoying Li Feb 2020 by Teresa Oultram	- Change to MSc - Changes to compulsory and optional modules - Addition of routes for placements and entrepreneurship - Updating of learning outcomes

	& Helen Millward	
	April 2021 by Elaine Ferneley	Addition of a January start, reduction of final dissertation/project/placement to 45cr, reduction of minimum study period on the placement and entrepreneurship project to 8 weeks, change of research methods and creativity and personal development to core.
Date last approved at SLTC		
Date last approved at FLTC	29/1/19	