

Programme Specification: Post Graduate Taught

Academic Year 2021/22

1. Course Summary

Names of programme and award title(s)	MSc Enterprise and Innovation Postgraduate Diploma Enterprise and Innovation Postgraduate Certificate Enterprise and Innovation
Award type	Taught Masters
Mode of study	Full-time Part-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	1 year full-time or 2 years part-time
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele Campus
Accreditation (if applicable)	Not applicable
Regulator	Office for Students (OfS)
Tuition Fees	UK students: Fee for 2021/22 is £9,750* International students: Fee for 2021/22 is £18,000*

How this information might change: Please read the important information at <http://www.keele.ac.uk/student-agreement/>. This explains how and why we may need to make changes to the information provided in this document and to help you understand how we will communicate with you if this happens.

*We reserve the right to increase fees in subsequent years of study by an inflationary amount. Please refer to the accompanying Student Terms & Conditions for full details. Further information on fees can be found at <http://www.keele.ac.uk/studentfunding/tuitionfees/>

2. Overview of the Programme

The overall aim of the programme is to create more enterprising, innovative graduates with the knowledge, skills and techniques to succeed within the contemporary work market. This is achieved through a thorough grounding in current theories and concepts of enterprise, entrepreneurship, innovation and sustainability, extended to the development of a wide range of intellectual, cognitive, social and practical skills. The programme acknowledges that enterprise as a discipline blends innovation and creativity. Enterprise/entrepreneurship does not operate in isolation and our approach recognises its interface with other management disciplines and considers the implications of changes within contemporary global society. In particular, the impact of the move toward digitalisation and increasing societal demands for sustainability and ethical behaviour are foregrounded in the programme.

The specialist MSc echoes the mission of Keele Business School ("to prepare responsible global citizens to

become the next generation of enterprising leaders in business and related professions"), better reflects the distinctiveness of the School and capitalises on the co-location of the Smart Innovation Hub. The programme explicitly builds-on two of the School's educational pillars (enterprise and innovation) whilst embedding the other four into its modules. Many of the distinctive value-adding features of this programme come from a school wide agreed DNA that underpins the philosophy and execution of the modules. This ensures that programmes are experiential, evidence based, benchmarked and peer confirmed, including:

- programme level outcomes that are relevant, desirable, feasible, clear, comprehensively considered against multiple reference points;
- programme level outcomes that are picked up in units of study in a scaffolded way;
- assessment tasks that are demonstrably fit-for-purpose (valid assessment tasks which address the mapped learning outcomes for each unit);
- fair and transparent grading with an agreed, operational picture of what indicators will be used to calibrate grade levels;
- fit-for-purpose experiential teaching and learning approach with appropriate learning resources, an aligned student support system and capable staff available to deliver; and
- programme design that builds on and supports wider university initiatives.

The MSc Enterprise and Innovation will equip graduates with a broad knowledge of enterprise, innovation, business planning and marketing to be a problem solver, wealth creator and idea generator. With the confidence to generate, implement and manage new ideas, even in changing circumstances, you'll be a valuable asset to any type of organisation in the public, private and third sectors. You may decide to pursue opportunities for entrepreneurship (innovating in-house in an existing organisation), or as a business consultant addressing challenges and supporting innovation management. You may have an investable business plan and be ready to launch a new business. You may want to pursue further academic study. All these options are open to graduates of MSc Enterprise and Innovation.

3. Aims of the programme

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

- have the ability to solve real world problems by applying - often in combination - a range of theories and concepts, creative and innovative tools and techniques;
- gain an understanding of the role of enterprise and innovation within general management;
- appreciate the implications of the cultural, social and environmental context for the responsible entrepreneur;
- have an open and questioning approach to ideas, demonstrating curiosity, independence of thought and the ability to appreciate a range of perspectives in group-working settings;
- develop the ability to effectively utilise relevant information and communication skills; and
- gain the ability and motivation to participate responsibly and collaboratively as an active citizen in the communities in which they live and work.

4. What you will learn

The intended learning outcomes of the programme (what students should know, understand and be able to do at the end of the programme), can be described under the following headings:

- Subject knowledge and understanding;
- Subject specific skills;
- Key or transferable skills (including employability skills)

All students should be able to demonstrate **subject knowledge and understanding** of:

- the role of enterprise and innovation within general management, in a variety of organisations and changing business contexts;
- the nature of entrepreneurialism, the role of entrepreneurs in the economy and society, and the operating models of entrepreneurial businesses;
- the determinants and consequences of innovation for sustainable development, and how enterprises can manage successfully the innovate successfully;
- the main methods, tools and techniques of creativity and innovation; their use, limitations and practical application in enterprises.

All students should be able to demonstrate the **subject specific skills** of:

- problem based methods of enquiry into real world economic, societal and environmental challenges within complex, uncertain contexts;
- the ability to analyse the strategies and practices of enterprises operating within specific contexts;

- creative skills to generate, implement and manage new ideas in dynamic and/or uncertain environments.

All students should be able to demonstrate the **key or transferable skills** of:

- autonomy in planning and implementing an extended project in the form of a research dissertation or consultancy, placement or entrepreneurship report.
- critical and reflexive interpretation and evaluation of theories and concepts in practical settings;
- managing time and working to deadlines;
- exercising initiative and working independently, and developing self awareness and appreciating different perspectives when working as part of a team; and
- communicating - in appropriate forms - complex concepts and responses to real world challenges.

As well as meeting the aims shown above, engagement with this programme will enable you to develop your intellectual, personal and professional capabilities. At Keele, we call these our ten Graduate attributes.

Keele Graduate attributes

Our ten Graduate Attributes include independent thinking, synthesizing information, creative problem solving, communicating clearly, and appreciating the social, environmental and global implications of your studies and activities. Our educational programme and learning environment is designed to help you to become a well-rounded graduate who is capable of making a positive and valued contribution in a complex and rapidly changing world, whichever spheres of life you engage in after your studies are completed.

Further information about the Keele Graduate Attributes can be found here: <http://www.keele.ac.uk/journey/>

5. 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, experiential engagement with organisations small-group discussions and tutorials, individual consultation, guided reading and self-study, and through the research dissertation, consultancy project, placement or entrepreneurship module.

Engagement with real world business is embedded throughout the programme, including assessment. 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 on 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 Enterprise and Innovation 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 business speakers.
- Essay and consulting guidance sessions are also provided for students to discuss their approach to the dilemma problem solving 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 (e-)text books, research papers, academic journals and business reports. Working in groups on assessments and other activities, in order to development employment skills.

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

- The **Research 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.
- The aim of the **Consultancy Project** is to encourage and enable you to reflect on an applied research

placement and to develop and apply your knowledge and skills within 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.

- For a **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 6-12 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.
- The aim of the **Entrepreneurship Project** 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 6-12 months. During this time, you will be required to complete a portfolio of evidence, presentation to an external stakeholder to your project 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 and supervisors 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 enterprise and innovation.
- 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 the 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.

6. Teaching Staff

The MSc Enterprise and Innovation is delivered by Keele Business School (KBS). KBS staff have extensive teaching, research and work experience in their fields. In addition, materials and opportunities will be provided by a host of guest speakers from practice. The School maintains a strong commitment to excellence and innovation in teaching and research. Most 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. Dedicated postgraduate administrative support is also provided.

The University will attempt to minimise changes to our core teaching teams, however, delivery of the programme depends on having a sufficient number of staff with the relevant expertise to ensure that the programme is taught to the appropriate academic standard.

Staff turnover, for example where key members of staff leave, fall ill or go on research leave, may result in changes to the programme's content. The University will endeavour to ensure that any impact on students is limited if such changes occur.

7. What is the structure of the programme?

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. In total, there are 180 credits offered on the MSc Enterprise and Innovation.

The programme starts in September and lasts between 12 and 24 months (full-time) or 24 and 36 months (part-time) dependent upon the route chosen. For full-time students, there are 7 taught modules in

semesters one and two: three per semester plus a double module that spans semester 1 and 2. In the third semester, students take a 15 credit Research Methods module and choose either a research dissertation, consultancy project, work placement or entrepreneurship project, each of which counts for 45 credits. Students are allowed to choose one (15 credit) optional module in both semesters one and two, which makes up the 180 credits.

Part-time students study half the programme per year. In each year, they study two modules in semesters one and two. The Research Methods module can be taken in year 1 or year 2 and the research dissertation, consultancy project, work placement or entrepreneurship project can be divided across two years.

Year	Compulsory	Optional		Electives	
		Min	Max	Min	Max
Level 7	120	60	60	0	0

Module Lists

Level 7

Compulsory modules must be taken. Students must also select one of the 45 credit options of (1) Research Dissertation, (2) Consultancy Project, (3) Placement Project, or (4) Entrepreneurship Project.

Compulsory modules	Module Code	Credits	Period
Marketing Management in the Digital Age	MAN-40128	15	Semester 1
Entrepreneurship and Innovation for Sustainable Development	MAN-40206	15	Semester 1
Enterprise and Innovation Portfolio	MAN-40162	30	Semester 1-2
Employee Resourcing and Development	HRM-40043	15	Semester 2
Creativity and Personal Development	MAN-40058	15	Semester 2
Developing an Investable Business Plan	MAN-40170	15	Semester 2
Research Methods	MAN-40192	15	Semester 3

Optional modules	Module Code	Credits	Period
Professional Skills and Practice in HRM	HRM-40041	15	Semester 1
Leadership	MAN-40056	15	Semester 1
Contemporary Marketing Research	MAN-40122	15	Semester 1
Strategy and Information Management	MAN-40036	15	Semester 2
Branding	MAN-40126	15	Semester 2
Consultancy Project	MAN-40198	45	Semester 3
Placement Project	MAN-40200	45	Semester 3
Dissertation - Management	MAN-40204	45	Semester 3
Entrepreneurship Project	MAN40202	45	Semester 3

Level 7 Module Rules

If a student elects to do a Research Dissertation in semester 3, Research Methods in semester 2 is a pre-requisite.

Learning Outcomes

The table below sets out what students learn in the programme and the modules in which that learning takes place. Details of how learning outcomes are assessed through these modules can be found in module specifications.

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
the role of enterprise and innovation within general management, in a variety of organisations and changing business contexts;	Developing an Investable Business Plan - MAN-40170 Marketing Management in the Digital Age - MAN-40128 Branding - MAN-40126 Contemporary Marketing Research - MAN-40122 Creativity and Personal Development - MAN-40058 Employee Resourcing and Development - HRM-40043 Strategy and Information Management - MAN-40036 Leadership - MAN-40056 Professional Skills and Practice in HRM - HRM-40041
the nature of entrepreneurialism, the role of entrepreneurs in the economy and society, and the operating models of entrepreneurial businesses;	Dissertation - Management - MAN-40204 Creativity and Personal Development - MAN-40058 Placement Project - MAN-40200 Entrepreneurship Project - MAN-40202 Consultancy Project - MAN-40198 Enterprise and Innovation Portfolio - MAN-40162
the determinants and consequences of innovation for sustainable development, and how enterprises can manage successfully the innovate successfully;	Enterprise and Innovation Portfolio - MAN-40162 Entrepreneurship and Innovation for Sustainable Development - MAN-40206
the main methods, tools and techniques of creativity and innovation; their use, limitations and practical application in enterprises;	Marketing Management in the Digital Age - MAN-40128 Enterprise and Innovation Portfolio - MAN-40162 Entrepreneurship and Innovation for Sustainable Development - MAN-40206 Creativity and Personal Development - MAN-40058

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
problem based methods of enquiry into real world economic, societal and environmental challenges within complex, uncertain contexts;	Professional Skills and Practice in HRM - HRM-40041 Enterprise and Innovation Portfolio - MAN-40162 Creativity and Personal Development - MAN-40058 Consultancy Project - MAN-40198 Entrepreneurship and Innovation for Sustainable Development - MAN-40206 Dissertation - Management - MAN-40204
the ability to analyse the strategies and practices of enterprises operating within specific contexts;	Creativity and Personal Development - MAN-40058 Entrepreneurship and Innovation for Sustainable Development - MAN-40206 Enterprise and Innovation Portfolio - MAN-40162
creative skills to generate, implement and manage new ideas in dynamic and/or uncertain environments;	Developing an Investable Business Plan - MAN-40170 Creativity and Personal Development - MAN-40058 Entrepreneurship and Innovation for Sustainable Development - MAN-40206 Enterprise and Innovation Portfolio - MAN-40162

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
autonomy in planning and implementing an extended project in the form of a research dissertation or consultancy, placement or entrepreneurship report.	Research Methods - MAN-40192 Consultancy Project - MAN-40198 Entrepreneurship Project - MAN40202 Dissertation - Management - MAN-40204 Placement Project - MAN-40200
critical and reflexive interpretation and evaluation of theories and concepts in practical settings;	Placement Project - MAN-40200 Entrepreneurship Project - MAN40202 Consultancy Project - MAN-40198 Enterprise and Innovation Portfolio - MAN-40162 Entrepreneurship and Innovation for Sustainable Development - MAN-40206
managing time and working to deadlines;	Developing an Investable Business Plan - MAN-40170 Entrepreneurship and Innovation for Sustainable Development - MAN-40206 Consultancy Project - MAN-40198 Entrepreneurship Project - MAN40202 Dissertation - Management - MAN-40204 Creativity and Personal Development - MAN-40058 Contemporary Marketing Research - MAN-40122 Branding - MAN-40126 Placement Project - MAN-40200 Strategy and Information Management - MAN-40036 Research Methods - MAN-40192 Enterprise and Innovation Portfolio - MAN-40162 Marketing Management in the Digital Age - MAN-40128 Leadership - MAN-40056 Professional Skills and Practice in HRM - HRM-40041 Employee Resourcing and Development - HRM-40043
exercising initiative and working independently, and developing self awareness and appreciating different perspectives when working as part of a team;	Leadership - MAN-40056 Professional Skills and Practice in HRM - HRM-40041 Marketing Management in the Digital Age - MAN-40128 Developing an Investable Business Plan - MAN-40170 Strategy and Information Management - MAN-40036 Placement Project - MAN-40200 Branding - MAN-40126 Contemporary Marketing Research - MAN-40122 Creativity and Personal Development - MAN-40058 Dissertation - Management - MAN-40204 Entrepreneurship Project - MAN40202 Consultancy Project - MAN-40198 Entrepreneurship and Innovation for Sustainable Development - MAN-40206 Enterprise and Innovation Portfolio - MAN-40162 Employee Resourcing and Development - HRM-40043

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
communicating - in appropriate forms - complex concepts and responses to real world challenges.	Contemporary Marketing Research - MAN-40122 Creativity and Personal Development - MAN-40058 Entrepreneurship and Innovation for Sustainable Development - MAN-40206 Employee Resourcing and Development - HRM-40043 Enterprise and Innovation Portfolio - MAN-40162 Developing an Investable Business Plan - MAN-40170 Leadership - MAN-40056 Professional Skills and Practice in HRM - HRM-40041 Strategy and Information Management - MAN-40036 Branding - MAN-40126 Marketing Management in the Digital Age - MAN-40128

8. Final and intermediate awards

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

9. How is the Programme Assessed?

The wide variety of assessment methods used on this programme at Keele reflects the broad range of knowledge and skills that are developed as you progress through the degree programme. Teaching staff pay particular attention to specifying clear assessment criteria and providing timely, regular and constructive feedback that helps to clarify things you did not understand and helps you to improve your performance. The following list is representative of the variety of assessment methods used on your programme:

- **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 research and to communicate their ideas effectively in writing in an appropriate scholarly style using the Harvard, or recognised alternative, system of referencing.
- **Management 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.
- Enterprise and Innovation **portfolio** tests a student's ability to present evidence of entrepreneurial activity and rigorous engagement with the activity designed to support the development of their new business venture.
- **Oral presentations** 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.
- **Dissertations** test 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 projects and Work Placement reports** test a student's 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 your achievement of learning outcomes. You will also be assessed formatively to enable you to monitor your own progress and to assist staff in identifying and addressing any specific learning needs. Feedback, including guidance on how you can improve the quality of your work, is also provided on all summative assessments within three working weeks

of submission, unless there are compelling circumstances that make this impossible, and more informally in the course of tutorial and seminar discussions.

10. Accreditation

This programme does not currently have accreditation from an external body. Going forward, we will explore accreditation opportunities in light of the learning outcomes of the programme.

11. University Regulations

The University Regulations form the framework for learning, teaching and assessment and other aspects of the student experience. Further information about the University Regulations can be found at: <http://www.keele.ac.uk/student-agreement/>

If this programme has any exemptions, variations or additions to the University Regulations these will be detailed in an Annex at the end of this document titled 'Programme-specific regulations'.

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

See the relevant course page on the website for the admission requirements relevant to this programme: <https://www.keele.ac.uk/study/>

13. 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 Course Director assumes responsibility for monitoring overall student progress through the subject, undertaking progress reviews and providing a general point of contact for students in Enterprise and Innovation. The Course Director may be consulted on a wide range of issues and, among other things, commonly may be approached to provide a reference for job and other applications. The Course Director can act as a first point of contact for students on non-academic issues.
- 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.
- Within the school there is a Learning Support Tutor who can help with various aspects of improving study skills and a Placement Officer to support with placements and employability activity.

14. Learning Resources

Teaching on the MSc in Enterprise and Innovation will be focused on the Smart Innovation Hub, which is a 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. 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.

15. 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 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.

16. Additional Costs

Whilst there are no anticipated additional costs for the programme, there may be travel costs associated with any visits you decide to make to your host company for the live project. However, it may be possible for the project to be conducted remotely via digital communications, for which you would not incur any travel costs.

These costs have been forecast by the University as accurately as possible but may be subject to change as a result of factors outside of our control (for example, increase in costs for external services).

Forecast costs are reviewed on an annual basis to ensure they remain representative. Where additional costs are in direct control of the University we will ensure increases do not exceed 5%.

As to be expected there will be additional costs for inter-library loans and potential overdue library fines, print and graduation. We do not anticipate any further costs for this programme.

17. Quality management and enhancement

The quality and standards of learning in this programme are subject to a continuous process of monitoring, review and enhancement.

- The School Education Committee is responsible for reviewing and monitoring quality management and enhancement procedures and activities across the School.
- Individual modules and the programme as a whole are reviewed and enhanced every year in the annual programme review which takes place at the end of the academic year.
- The programmes are run in accordance with the University's Quality Assurance procedures and are subject to periodic reviews under the Internal Quality Audit (IQA) process.

Student evaluation of, and feedback on, the quality of learning on every module takes place every year using a variety of different methods:

- The results of student evaluations of all modules are reported to module leaders and reviewed by the Programme Committee as part of annual programme review.
- Findings related to the programme from the annual Postgraduate Taught Experience Survey (PTES), and from regular surveys of the student experience conducted by the University, are subjected to careful analysis and a planned response at programme and School level.
- Feedback received from representatives of students on the programme is considered and acted on at regular meetings of the Student Staff Voice Committee.

The University appoints senior members of academic staff from other universities to act as external examiners on all programmes. They are responsible for:

- Approving examination questions
- Confirming all marks which contribute to a student's degree
- Reviewing and giving advice on the structure and content of the programme and assessment procedures

Information about current external examiner(s) can be found here:

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

18. The principles of programme design

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

a. UK Quality Code for Higher Education, Quality Assurance Agency for Higher Education:

<http://www.qaa.ac.uk/quality-code>

b. QAA Subject Benchmark Statement: (Master's degrees in Business and Management, 2015)

https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16

c. Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

Version History

This document

Date Approved: 17 August 2021

What's Changed

Changing the summative 60cr from a single dissertation/project/placement to 15cr Research Methods and a 45cr dissertation/project/placement

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1	2021/22	PAUL DEWICK	12 November 2020	