

Programme Specification: Post Graduate Taught

For students starting in Academic Year 2023/24

1. Course Summary

Names of programme and award title(s)	Master of Business Administration (MBA)
Award type	Taught Masters
Mode of study	Full-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	1 year
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele Campus
Accreditation (if applicable)	n/a
Regulator	Office for Students (OfS)
Tuition Fees	<p>UK students:</p> <p>Fee for full-time study in 2023/24 is £21,000</p> <p>International students:</p> <p>Fee for full-time study in 2023/24 is £21,000</p>

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 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.

3. Aims of the programme

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 broad aims of the programme are to enable you 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.

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)

Subject knowledge and understanding

Successful students will be able to:

- To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests.
- Summarise and apply concepts and techniques of strategic management critically evaluating their effectiveness in different contexts.
- 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.
- 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.
- Outline the value and challenges to innovation, creativity, intreprenurial and entrepreneurial behaviour.
- Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.
- 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.
- Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.
- 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.
- Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural difference

Subject specific skills

Successful students will be able to:

- Ability to assess and contribute to the development of the strategic position of your organisation.
- Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.
- Ability to recognise the need for change and the skill to initiate and manage that change process effectively
- Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.
- Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.
- Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.
- 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.
- Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.
- Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation, risk management and project management.
- 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.
- 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.
- 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.
- Demonstrate reflective practice, self-awareness and self-management.

Key or transferable skills (including employability skills)

Successful students will be able to:

- Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values
- Valuing difference
- Effective use of communication and information technology
- Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques
- Numeracy and business research skills
- Ability to analyse and evaluate narrative data
- Independent, self-critical learner

Keele Graduate attributes

Engagement with this programme will enable you to 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. 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?

Learning and teaching methods used on the programme vary according to the subject matter and level of the module.

The mode of study is full-time. Entry point will be twice a year, September and January and modules will be taught to multiple cohorts simultaneously. The same teaching strategy is employed for all entry points. 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.

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.

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.

The programme also offers the choice of 30 compulsory credits between dissertation, consultancy project, or placement project.

- 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.

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.

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.

6. Teaching Staff

The programme is taught by highly qualified staff with specialist qualifications in Human Resource Management or closely related areas. All current members of academic staff have doctorates (PhDs or equivalent) in relevant areas and most hold (or are completing) qualifications in Teaching and Learning in Higher Education. Membership of the Advance Higher Education is encouraged in the School, and most members of staff are currently either Fellows or Senior Fellows, and one staff member is currently a Principal Fellow.

All KBS staff are active researchers and scholars whose work has been disseminated in various outlets. This research and scholarship inform the teaching that takes place in the School. This means that we are teaching cutting edge knowledge, with staff often actively researching or practising in that area. Additionally, some of our staff actively research teaching and learning within higher education, so how we teach is also at the forefront of higher education practice. More information about KBS Staff Members is available on the School website: <https://www.keele.ac.uk/kbs/staff/>

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?

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

- 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.

Year	Compulsory	Optional		Electives	
		Min	Max	Min	Max
Level 7	180	0	0	0	0

Module Lists

Level 7

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.

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

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

Compulsory modules	Module Code	Credits	Period
Leading in Complexity (FTMBA)	MAN-40238	15	Semester 1
Strategic Marketing (FTMBA)	MAN-40240	15	Semester 1
Organisational Strategy in a Dynamic World (FTMBA)	MAN-40244	15	Semester 1
Financial Management (FTMBA)	MAN-40246	15	Semester 1
Management of People and Organisations (FTMBA)	MAN-40232	15	Semester 2
Digital Transformation and the Digital Organisation (FTMBA)	MAN-40234	15	Semester 2
Creativity and Innovation Management (FTMBA)	MAN-40262	15	Semester 2
Research Methods (FTMBA)	MAN-40276	15	Semester 2
Creating Sustainable Value Through Operations (FTMBA)	MAN-40242	15	Semester 3
Dissertation (FTMBA)	MAN-40252	30	Semester 3
Organisational Responses to Sustainability Challenges (FTMBA)	MAN-40266	15	Semester 3

Optional modules	Module Code	Credits	Period
Consultancy Project (FTMBA)	MAN-40256	30	Semester 3
Placement Project (FTMBA)	MAN-40258	30	Semester 3

Learning Outcomes

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

Level 7

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests.	Consultancy Project (FTMBA) - MAN-40256 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Placement Project (FTMBA) - MAN-40258 Strategic Marketing (FTMBA) - MAN-40240 Management of People and Organisations (FTMBA) - MAN-40232 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Dissertation (FTMBA) - MAN-40252 Leading in Complexity (FTMBA) - MAN-40238
Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.	Consultancy Project (FTMBA) - MAN-40256 Placement Project (FTMBA) - MAN-40258 Dissertation (FTMBA) - MAN-40252 Leading in Complexity (FTMBA) - MAN-40238 Strategic Marketing (FTMBA) - MAN-40240
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.	Management of People and Organisations (FTMBA) - MAN-40232 Leading in Complexity (FTMBA) - MAN-40238 Dissertation (FTMBA) - MAN-40252 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Placement Project (FTMBA) - MAN-40258 Consultancy Project (FTMBA) - MAN-40256
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.	Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Placement Project (FTMBA) - MAN-40258 Creativity and Innovation Management (FTMBA) - MAN-40262 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Consultancy Project (FTMBA) - MAN-40256 Leading in Complexity (FTMBA) - MAN-40238 Dissertation (FTMBA) - MAN-40252
Outline the value and challenges to innovation, creativity, entrepreneurial and entrepreneurial behaviour.	Creativity and Innovation Management (FTMBA) - MAN-40262 Consultancy Project (FTMBA) - MAN-40256 Dissertation (FTMBA) - MAN-40252 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Strategic Marketing (FTMBA) - MAN-40240 Placement Project (FTMBA) - MAN-40258

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.	Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234
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.	Consultancy Project (FTMBA) - MAN-40256 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Strategic Marketing (FTMBA) - MAN-40240 Dissertation (FTMBA) - MAN-40252 Placement Project (FTMBA) - MAN-40258 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Management of People and Organisations (FTMBA) - MAN-40232
Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.	Placement Project (FTMBA) - MAN-40258 Strategic Marketing (FTMBA) - MAN-40240 Consultancy Project (FTMBA) - MAN-40256 Management of People and Organisations (FTMBA) - MAN-40232 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Dissertation (FTMBA) - MAN-40252 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242
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.	Placement Project (FTMBA) - MAN-40258 Dissertation (FTMBA) - MAN-40252 Research Methods (FTMBA) - MAN-40276 Consultancy Project (FTMBA) - MAN-40256
Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.	Leading in Complexity (FTMBA) - MAN-40238 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Ability to assess and contribute to the development of the strategic position of your organisation.	Creativity and Innovation Management (FTMBA) - MAN-40262 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Strategic Marketing (FTMBA) - MAN-40240 Dissertation (FTMBA) - MAN-40252 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Placement Project (FTMBA) - MAN-40258
Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.	Leading in Complexity (FTMBA) - MAN-40238 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Ability to recognise the need for change and the skill to initiate and manage that change process effectively.	Creativity and Innovation Management (FTMBA) - MAN-40262 Dissertation (FTMBA) - MAN-40252 Placement Project (FTMBA) - MAN-40258 Consultancy Project (FTMBA) - MAN-40256 Leading in Complexity (FTMBA) - MAN-40238
Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.	Creativity and Innovation Management (FTMBA) - MAN-40262 Strategic Marketing (FTMBA) - MAN-40240 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242 Placement Project (FTMBA) - MAN-40258 Leading in Complexity (FTMBA) - MAN-40238 Consultancy Project (FTMBA) - MAN-40256 Dissertation (FTMBA) - MAN-40252
Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.	Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Financial Management (FTMBA) - MAN-40246
Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.	Creativity and Innovation Management (FTMBA) - MAN-40262 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Research Methods (FTMBA) - MAN-40276 Strategic Marketing (FTMBA) - MAN-40240 Placement Project (FTMBA) - MAN-40258 Leading in Complexity (FTMBA) - MAN-40238 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Dissertation (FTMBA) - MAN-40252
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.	Creativity and Innovation Management (FTMBA) - MAN-40262 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Management of People and Organisations (FTMBA) - MAN-40232 Leading in Complexity (FTMBA) - MAN-40238 Strategic Marketing (FTMBA) - MAN-40240
Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.	Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Management of People and Organisations (FTMBA) - MAN-40232 Leading in Complexity (FTMBA) - MAN-40238 Strategic Marketing (FTMBA) - MAN-40240

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation, risk management and project management.	Creativity and Innovation Management (FTMBA) - MAN-40262 Research Methods (FTMBA) - MAN-40276 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Strategic Marketing (FTMBA) - MAN-40240 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242 Placement Project (FTMBA) - MAN-40258 Leading in Complexity (FTMBA) - MAN-40238 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Financial Management (FTMBA) - MAN-40246 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Dissertation (FTMBA) - MAN-40252
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.	Creativity and Innovation Management (FTMBA) - MAN-40262 Research Methods (FTMBA) - MAN-40276 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Strategic Marketing (FTMBA) - MAN-40240 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242 Placement Project (FTMBA) - MAN-40258 Leading in Complexity (FTMBA) - MAN-40238 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Financial Management (FTMBA) - MAN-40246 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Dissertation (FTMBA) - MAN-40252
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.	Creativity and Innovation Management (FTMBA) - MAN-40262 Research Methods (FTMBA) - MAN-40276 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Strategic Marketing (FTMBA) - MAN-40240 Dissertation (FTMBA) - MAN-40252 Placement Project (FTMBA) - MAN-40258 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Financial Management (FTMBA) - MAN-40246 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Leading in Complexity (FTMBA) - MAN-40238
Demonstrate reflective practice, self-awareness and self-management.	Creativity and Innovation Management (FTMBA) - MAN-40262 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Strategic Marketing (FTMBA) - MAN-40240 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Leading in Complexity (FTMBA) - MAN-40238 Management of People and Organisations (FTMBA) - MAN-40232 Financial Management (FTMBA) - MAN-40246 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values	Creativity and Innovation Management (FTMBA) - MAN-40262 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Dissertation (FTMBA) - MAN-40252 Placement Project (FTMBA) - MAN-40258 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Leading in Complexity (FTMBA) - MAN-40238
Effective use of communication and information technology	Creativity and Innovation Management (FTMBA) - MAN-40262 Dissertation (FTMBA) - MAN-40252 Placement Project (FTMBA) - MAN-40258 Digital Transformation and the Digital Organisation (FTMBA) - MAN-40234 Consultancy Project (FTMBA) - MAN-40256
Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques	Creativity and Innovation Management (FTMBA) - MAN-40262 Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242 Placement Project (FTMBA) - MAN-40258 Leading in Complexity (FTMBA) - MAN-40238 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Dissertation (FTMBA) - MAN-40252
Numeracy and business research skills	Research Methods (FTMBA) - MAN-40276 Dissertation (FTMBA) - MAN-40252 Placement Project (FTMBA) - MAN-40258 Financial Management (FTMBA) - MAN-40246 Consultancy Project (FTMBA) - MAN-40256
Ability to analyse and evaluate narrative data	Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Research Methods (FTMBA) - MAN-40276 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Placement Project (FTMBA) - MAN-40258 Leading in Complexity (FTMBA) - MAN-40238 Consultancy Project (FTMBA) - MAN-40256 Dissertation (FTMBA) - MAN-40252

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
Independent, self-critical learner	Organisational Responses to Sustainability Challenges (FTMBA) - MAN-40266 Research Methods (FTMBA) - MAN-40276 Organisational Strategy in a Dynamic World (FTMBA) - MAN-40244 Strategic Marketing (FTMBA) - MAN-40240 Placement Project (FTMBA) - MAN-40258 Dissertation (FTMBA) - MAN-40252 Leading in Complexity (FTMBA) - MAN-40238 Management of People and Organisations (FTMBA) - MAN-40232 Consultancy Project (FTMBA) - MAN-40256 Creating Sustainable Value Through Operations (FTMBA) - MAN-40242

8. Final and intermediate awards

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

9. How is the Programme Assessed?

The 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:

- **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.
- **28-hour Takeaway 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 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 have accreditation from an external body.

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/>

Recognition of Prior Learning (RPL) is considered on a case-by-case basis and those interested should contact the Programme Director. The University's guidelines on this can be found here:

<https://www.keele.ac.uk/qa/programmesandmodules/recognitionofpriorlearning/>

13. 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.

14. 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.

15. 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.

16. Additional Costs

Whilst there are no anticipated additional costs for this 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 Revalidation process.

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

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

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

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

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

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

18. The principles of programme design

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

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

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

b. QAA Subject Benchmark Statement: - 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>

d. CMI Senior Leader Level 7 Apprenticeship Standards

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

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

f. 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.

Version History

This document

Date Approved: 17 April 2023

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
-------------------	-------------	--------------	----------------------	---