Programme Specification: Post Graduate Taught

For Academic Year 2025/26

1. Course Summary

Names of programme and award title(s)	MA Human Resource Management MA Human Resource Management with Placement (see Annex for details)
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	12 months: Human Resource Management (MA) 18-24 months: Human Resource Management (MA) with Placement Entry points: September and January
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:** Full-time fee for 2025/26 is £12,700 **International students:** Full-time fee for 2025/26 is £17,700 The fee for the placement is calculated at 20% of the regulated Home undergraduate tuition fee for that year of study.

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.*

2. Overview of the Programme

The MA in Human Resource Management (HRM) at Keele Business School equips you with the skills and knowledge to excel in a dynamic, people-focused profession. As organisations increasingly recognise the critical role of HR in driving employee engagement and organisational performance, this programme prepares you for roles such as HR Manager, Talent Development Specialist, or Employee Relations Consultant.

Designed for individuals from diverse academic and professional backgrounds, the programme provides a comprehensive foundation in HR theories, strategic practices, and professional skills aligned with Chartered Institute of Personnel and Development (CIPD) standards. You will explore key areas such as employee lifecycle management, strategic HRM, and global HR challenges. Modules include Human Resource Management: Theories, Strategy, and Insights, where you will critically examine HR's role in shaping organisational success, and Managing Talent, Rewards, and Relations, which focuses on performance, engagement, and contemporary

workplace practices such as remote working and work-life balance.

The programme also addresses the global and strategic dimensions of HR, with modules such as Managing People in a Global Context, which examines cross-border HR practices and cultural considerations. You will also develop essential leadership and professional skills in Leadership, Skills, and the HR Professional Context, aligned with the CIPD Profession Map.

Professional development is a key focus throughout. In the Professional Development and Industry Insights module, you will engage with experienced HR professionals, gaining valuable insights into current industry trends and challenges. The Business Consultancy Project provides you with hands-on experience by collaborating with an organisation to address a live HR challenge, allowing you to apply theoretical concepts in real-world settings.

Sustainability and ethical HR practices are central to the programme, reflecting Keele's commitment to responsible business education. Completing the Keele Business School Sustainability Passport demonstrates your ability to integrate sustainability principles into HR strategies, an increasingly valued skill in modern workplaces.

The programme offers flexibility to align with your career ambitions, with options for a research project, consultancy project, or strategic HR proposal. Delivered on Keele's campus within a collaborative innovation park, this programme provides a supportive environment designed to enhance your professional and personal development, preparing you for leadership roles in HR across industries.

If you choose the Human Resource Management (MA) with Placement route, you will undertake a Placement after completing the taught elements of the degree. While securing the Placement is your responsibility, Keele offers guidance and support to help you identify opportunities. This experience allows you to apply your academic knowledge in a practical setting, develop professional skills, enhance your industry understanding, and support your transition into advanced professional roles.

3. Aims of the programme

The broad aims of the programme are:

- Develop advanced expertise in strategic HR practices, talent management, and leadership aligned with CIPD standards.
- Foster a critical understanding of global HR dynamics, with an emphasis on inclusivity, sustainability, and ethical workplace practices.
- Enable the practical application of advanced HR concepts through collaboration with industry professionals and real-world case studies.
- Prepare you to lead organisational development initiatives that balance employee wellbeing with strategic business objectives in complex and dynamic environments.

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:

- critically evaluate human resource management practices to address complex people management challenges within diverse organisations.
- apply advanced HR strategies to develop innovative solutions that enhance employee engagement, productivity, and organisational culture.
- use data analysis and develop and justify reasoned perspectives on talent management and workforce planning.
- critically apply ethical reasoning and inclusivity principles to HR practices, ensuring fair, diverse, and socially responsible people management.

Subject specific skills

Successful students will be able to:

- demonstrate self-awareness and adaptability in professional growth through goal-oriented planning.
- develop skills to establish and sustain professional relationships and networks, supporting career advancement in their field.

- apply analytical skills to assess HR data, supporting decisions in talent management and workforce planning.
- demonstrate proficiency in HR tools, applying these in diverse organisational contexts

Key or transferable skills (including employability skills)

Successful students will be able to:

- communicate purposefully and adaptively across professional contexts.
- demonstrate a commitment to ethical and sustainable practices in professional decision-making.
- implement tasks autonomously, applying skills effectively in diverse work environments.

For students on Human Resource Management (MA) with Placement:

Successful students will be able to

- demonstrate the ability to apply advanced theoretical knowledge and skills gained during the programme to a professional business environment,
- critically evaluate workplace practices and contribute to organisational objectives.

Keele Graduate attributes

The Keele Graduate Attributes are the qualities (skills, values and mindsets) which you will have the opportunity to develop during your time at Keele through both the formal curriculum and also through co- and extra-curricular activities (e.g., work experience, and engagement with the wider University community such as acting as ambassadors, volunteering, peer mentoring, student representation, membership and leadership of clubs and societies). Our Graduate Attributes consist of four themes: **academic expertise, professional skills, personal effectiveness, and social and ethical responsibility.** You will have opportunities to engage actively with the range of attributes throughout your time at Keele: through your academic studies, through self-assessing your own strengths, weaknesses, and development needs, and by setting personal development goals. You will have opportunities to discuss your progress in developing graduate attributes with, for example, Academic Mentors, to prepare for your future career and lives beyond Keele.

5. How is the programme taught?

Each intake, in September and January, begins with a comprehensive induction designed to prepare you for the journey ahead. During this induction, you will meet the academic team, key programme staff, and fellow students. The induction provides an overview of the course structure, content, and expectations, ensuring you are well-prepared for your studies. It also introduces you to Keele's wide range of support services, including academic assistance, careers guidance, and personal development resources. This foundation helps you transition smoothly into the programme, fostering a sense of community and providing clarity on how to succeed.

Throughout the programme, you will have regular opportunities to engage with the programme team to provide feedback on teaching and learning. This engagement ensures the programme remains responsive to your needs, enhancing your learning experience and aligning teaching methods with the evolving professional landscape. Your insights play a vital role in maintaining the programme's relevance and quality.

The programme is structured to deliver a contemporary and applied learning experience, equipping you with the knowledge and skills needed to excel in dynamic professional environments. It is built around three interconnected strands. The **Academic Core** provides foundational knowledge and contemporary perspectives in key areas, such as Human Resource Management: Theories, Strategy, and Insights, Managing People in a Global Context, Managing Talent, Rewards, and Relations, and Leadership, Skills and the HR Professional. These core modules ensure you gain a deep understanding of theoretical concepts and their practical application to real-world challenges.

The **Professional Development** strand is embedded throughout the programme and focuses on developing the skills necessary to engage with businesses and industry trends. Through the Professional Development and Industry Insights and the Business Consultancy Project modules, you will identify strengths and areas for growth, preparing you for the demands of the competitive job market.

The **Professional Project** strand is a year-long module that provides students with the opportunity to choose from three distinct pathways: a research project, consultancy work, or a strategic business proposal. This flexibility ensures that students can tailor their project to align with their individual career goals and aspirations. Students will be fully briefed on the three routes and will make a selection. The project spans a total of 12 months, offering students ample time to immerse themselves in their chosen pathway and produce a high-quality output. Guidance and support for the project begin at the start of the programme, regardless of whether students commence their studies in September or January. From the outset, students receive tailored advice to help them select the pathway that best suits their goals and interests. Targeted preparation is embedded into the programme, covering essential skills such as research methods, consultancy techniques, and strategic planning.

This ensures that all students, regardless of their start date, are equipped with the necessary tools to succeed. Throughout the year, you will receive ongoing support including one-on-one supervision for your project, regular check-ins, and access to resources designed to facilitate progress. At the end of the 12-month period, you will submit your completed project, which serves as a showcase for your professional achievement.

To support your academic journey, you will be assigned an academic mentor who will provide personalised guidance throughout your studies. Whether you need advice on academic challenges or general support, your mentor will help you navigate the programme effectively. If needed, English language support is also available to help you communicate effectively in both academic and professional contexts.

Careers and placement support are integral to the programme, with the Careers and Placements team providing workshops, guidance, and access to exclusive job opportunities. Services such as CV development, interview preparation, and career planning ensure you are well-equipped to enter the professional world with confidence. Additionally, Keele's strong ties to industry and the co-location of Keele Business School with the Innovation Park offer unique opportunities for business engagement and insight into contemporary practices.

The programme's teaching methodology combines interactive and applied learning approaches to foster a rich educational experience. Interactive lectures, small-group tutorials, and web-based learning through the Keele Learning Environment (KLE) allow for a dynamic and engaging approach to study. Independent learning is encouraged through access to library services, academic texts, and research databases, enabling you to explore your interests in greater depth. Direct engagement with businesses through guest lectures, company visits, and live challenges ensures exposure to real-world scenarios, while peer-assisted learning and collaborative projects enhance teamwork and communication skills. Reflection on your learning journey is actively encouraged, helping you integrate knowledge, refine your approach, and tailor your education to your professional goals.

Keele's campus life complements the programme's academic offerings. With opportunities to join societies, clubs, and extracurricular activities, you can build valuable professional and social networks while enriching your overall university experience. The delivery of the programme is primarily in person, creating a dynamic and interactive learning environment where you can engage directly with peers, academic staff, and business professionals. This in-person experience is supported by Keele's virtual learning environment, which ensures flexibility and access to course materials and resources whenever needed. Occasionally, virtual sessions may supplement the in-person delivery to enhance your learning experience further.

For students on the Human Resource Management (MA) with Placement route, the programme provides an opportunity to apply your learning in a supervised, real-world setting, further enhancing your professional development. Keele's academic mentors and a dedicated careers team are available to support you throughout your journey. Keele Business School's co-location with the Innovation Park provides unique opportunities to collaborate with businesses and gain insights into contemporary business practices. The programme is also supported by Keele's Employability and Placement Team and the Business School's dedicated careers advisors, who help you explore placement opportunities, develop employability skills, and connect with industry professionals.

6. Teaching Staff

The programme is taught by a team of highly qualified academic staff, most of whom hold doctoral degrees (PhDs or equivalent) in relevant fields. Many also possess advanced qualifications in Teaching and Learning in Higher Education, with most being Fellows, Senior Fellows, or Principal Fellows of Advance Higher Education. This reflects their commitment to maintaining the highest educational standards and fostering an engaging learning environment.

Our faculty members are not only experienced educators but also active researchers and scholars. Their work is published across a variety of academic and professional outlets, ensuring that the teaching you receive is informed by the latest developments in the field. Some staff members also specialise in research on teaching methodologies, ensuring that the programme benefits from innovative and effective pedagogical practices. By studying under these accomplished educators, you will gain cutting-edge knowledge and insights that prepare you for success in today's business landscape.

Students benefit directly from this expertise through opportunities to engage with active researchers and connect theory with practice. The supportive learning environment includes regular discussions with academic mentors and module lecturers, ensuring your individual learning needs are met. Additionally, the integration of research into teaching provides opportunities for you to engage with contemporary challenges and develop advanced critical thinking skills.

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?

Human Resource Management (MA) has intakes in both September and January. Full-time delivery of the programme takes twelve months to complete. Students accepted onto the Human Resource Management (MA) Placement route will take a Placement for an additional 6-12 months, extending the overall duration of their study.

The academic year is structured over three semesters. The number of weeks of teaching will vary depending on the specific programme, but you can expect to attend scheduled teaching sessions from the end of September to mid-December, and from mid-January to the end of April. The summer period will be used to undertake practical work on your project, giving you the opportunity to apply your learning in a real-world context.

The programme is organised into modules, with each module serving as a self-contained unit of study. Each module is assessed separately, and credits are awarded based on the student effort required for each module. One credit equals 10 hours of student effort.

All modules on the programme are compulsory.

An outline of the programme structure is provided in the tables below, detailing the specific modules and their content.

A summary of the credit requirements per year is as follows.

Year	Compulsory	Optional	
		Min	Max
Level 7	180	0	0

Module Lists

Level 7

Compulsory modules	Module Code	Credits	Period
Human Resource Management: Theories, Strategy, and Insights	HRM-40089	30	Semester 1
Leadership, Skills and the HR Professional	HRM-40095	15	Semester 1
Business Consultancy Project	MAN-40403	15	Semester 1
Professional Project	MAN-40399	60	Semester 1-3
Managing People in a Global Context	HRM-40091	15	Semester 2
Managing Talent, Rewards, and Relations	HRM-40093	30	Semester 2
Professional Development and Industry Insights	MAN-40369	15	Semester 2

January Start delivery pattern

Semester 2	Semester 3	Semester 1	Human Resource Management (MA) with Placement only
Professional Development and Industry Insights 15 credits	Practical work towards project	Business Consultancy Project 15 credits	Placement 0 credit
Leadership, Skills and the HR Professional Context 15 credits		Managing People in a Global Context 15 credits	
Managing Talent, Rewards, and Relations 30 credits		Human Resource Management: Theories, Strategy, and Insights 30 credits	
Professional Project, 60 credits			

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**
critically evaluate human resource management practices to address complex people management challenges within diverse organisations.	Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context
apply advanced HR strategies to develop innovative solutions that enhance employee engagement, productivity, and organisational culture.	Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context
use data analysis to develop and justify reasoned perspectives on talent management and workforce planning.	Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context
critically apply ethical reasoning and inclusivity principles to HR practices, ensuring fair, diverse, and socially responsible people management.	Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
demonstrate self-awareness and adaptability in professional growth through goal-oriented planning.	Business Engagement Project Professional Development and Industry Insights Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context
develop skills to establish and sustain professional relationships and networks, supporting career advancement in their field.	Business Engagement Project Professional Development and Industry Insights Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context
apply analytical skills to assess HR data, supporting decisions in talent management and workforce planning.	Business Engagement Project Professional Development and Industry Insights Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context
demonstrate proficiency in HR tools, applying these in diverse organisational contexts.	Business Engagement Project Professional Development and Industry Insights Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
communicate purposefully and adaptively across professional contexts.	Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context Business Engagement Project Professional Development and Industry Insights Professional Project
demonstrate a commitment to ethical and sustainable practices in professional decision-making.	Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context Business Engagement Project Professional Development and Industry Insights Professional Project
implement tasks autonomously, applying skills effectively in diverse work environments.	Human Resource Management: Theories, Strategy, and Insights Managing People in a Global Context Managing Talent, Rewards, and Relations Leadership, Skills and the HR Professional Context Business Engagement Project Professional Development and Industry Insights Professional Project

8. Final and intermediate awards

Master's Degree **MA Human Resource Management**	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

Placement option: in addition to the above students must pass a non-credit bearing module covering the placement in order to graduate with a named award including the 'with Placement' wording.

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:

- Assignment
- Creative Brief
- Essay
- Group Assessment
- Options
- Portfolio
- Presentation
- Research Paper
- Research Proposal

- Research Report

Our approach to assessment aligns with the Assessment and Feedback Code of Practice, ensuring that a diverse range of methods that are directly linked to programme-level learning outcomes and reflect real-world practices. We emphasise the importance of authentic assessments that replicate tasks students might encounter in their future careers, promoting critical thinking, creativity, and problem-solving abilities. Assessments are also designed to be inclusive and supportive of different learning needs, offering flexibility in how students can demonstrate their achievements.

10. Accreditation

There are no accreditations associated with this 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/

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?

- **Module Tutors**: Each module is supported by a tutor who is responsible for providing academic support and guidance. They also provide individual feedback on module assessments and more general feedback on examinations.
- **Academic Mentors**: Every student is allocated an Academic Mentor who is responsible for reviewing and advising on their academic progress. Academic Mentors also serve as the first point of contact for any non-academic issues that may affect students' learning. If necessary, they can refer students to specialist health, welfare, and financial services coordinated by the University's Student Services.
- **Student Experience Support Officer and Disability and Inclusion Tutor**: These staff members are available to assist and support students with a wide range of issues throughout their studies, ensuring an inclusive and supportive learning environment.
- **Student Voice Representatives**: These representatives provide a platform for students to raise issues at both the module and year level, ensuring that student concerns are heard and addressed.
- **English Language Support**: Students for whom English is not their first language are offered language classes, facilities, and services by the University's Language Centre.
- **Teaching Staff Availability**: All members of the teaching staff are available during office hours and by appointment, offering additional opportunities for academic support and guidance.

14. Learning Resources

Studying on our campus offers a diverse and dynamic learning environment, where you can access a range of study locations and facilities tailored to your academic needs. Keele University's campus is designed to support collaborative, independent, and immersive learning, ensuring that you have access to the right space to enhance your study experience.

- **Modern Teaching and Learning Spaces**: Keele Business School has modern classrooms and seminar rooms designed for interactive learning. These spaces are equipped with the latest technology, supporting both in-person and hybrid teaching methods. This setup allows you to engage actively with course material and participate in collaborative learning with peers.
- **Library and Study Areas**: Keele's main library is an excellent resource, featuring both quiet study spaces and group work areas. It provides access to a wealth of physical and digital resources, including academic journals, textbooks, and databases. There are also dedicated spaces for research, collaborative work, and self-study, making it easy to find an environment that suits your study preferences.
- **Computer Labs and IT Suites**: Our campus includes several computer labs and IT suites equipped with the software and tools you need to support your studies. Whether you need to use statistical packages, perform data analysis, or access industry-standard tools like Bloomberg, these facilities ensure you have

the necessary resources for your academic work.
- **Campus-wide Wi-Fi**: Keele offers reliable Wi-Fi across campus, meaning you can study in a range of locations, from the library to informal study areas in cafes or outside on the campus grounds. This flexibility ensures you can work in an environment that suits your study style.
- **Collaboration Zones and Social Spaces**: Keele's campus also boasts a range of informal collaboration zones and social spaces where you can meet with peers, engage in group projects, or take a break between classes. These spaces are designed to encourage spontaneous collaboration, idea-sharing, and networking, enhancing your learning experience.
- **The Students' Union and Campus Events**: The Keele Students' Union and Keele Postgraduate Association (KPA) provides additional spaces for social engagement and extracurricular activities. With clubs, societies, and regular events, it's a great place to network, develop new skills, and engage in the wider Keele community.
- **Dedicated Career and Placement Support**: In addition to study areas, the Careers and Placement Services are based on campus, providing resources and support to help you navigate the job market. Whether through workshops, one-to-one advice, or networking events, these services ensure that your career development is supported every step of the way.

15. Other Learning Opportunities

At Keele Business School, learning extends beyond the classroom, and we provide a range of opportunities designed to support your personal, academic, and professional development. These opportunities are integrated into the fabric of our campus life and offer real-world experiences that complement your formal studies.

- **Industry Partnerships and Guest Speakers**: Keele Business School has strong links with industry leaders, and students benefit from regular guest lectures, talks, and seminars hosted by professionals from a range of sectors. These sessions provide insights into current industry trends, challenges, and best practices, and offer valuable networking opportunities to help you connect with potential employers or mentors.
- **Student-Led Projects**: You can gain experience by participating in student-led projects, working alongside peers to address real-world business challenges. These projects often involve collaboration with external organisations, giving you the opportunity to engage with industry and practice skills such as teamwork, leadership, and project management.
- **Networking Events and Career Fairs**: Throughout the year, Keele University hosts a variety of networking events, career fairs, and recruitment events where you can meet potential employers, industry experts, and alumni. These events provide opportunities to learn about career options, gain advice from professionals, and make valuable connections for your future career.
- **Volunteering and Societies**: There are numerous opportunities for volunteering, both within the university and the local community. Volunteering can help you develop soft skills, build leadership experience, and make a positive impact. Additionally, Keele University offers a range of student societies, including business-related societies, where you can meet like-minded individuals, take part in extracurricular activities, and develop skills outside of your academic work.
- **International Opportunities**: Keele Business School offers international study opportunities, including exchanges and partnerships with universities around the world. This allows eligible students to broaden their academic and cultural horizons, experience global business practices, and enhance employability in an increasingly globalised world.
- **Research and Independent Study**: For those with an interest in academic research, there are opportunities to engage in research projects, either independently or under the supervision of faculty members. This experience will deepen your understanding of your field of study and help you develop advanced analytical and research skills.
- **Personal and Professional Growth**: Keele's comprehensive student support services, including academic mentoring, career coaching, and personal development workshops, are designed to help you thrive both academically and personally. Whether through one-on-one coaching or group sessions, these resources ensure that you are equipped with the tools to succeed during your studies and beyond.

16. Additional Costs

Students on the Placement route will be responsible for organising their own placement, with support from the Placement Officer. This gives students the flexibility to choose when and where to complete their placement, while considering any associated living and travel expenses, which they will be responsible for covering. Students are encouraged to factor in these potential costs when arranging their placement. All placements are subject to visa compliance, and students should ensure they meet any visa requirements. Additional guidance and support on these matters will be provided by the Placement Officer throughout the process.

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: Business and Management Masters Subject Benchmark https://www.qaa.ac.uk/docs/qaa/sbs/subject-benchmark-statement-business-and-management-masters-23.pdf?sfvrsn=3570a881_18
c. Keele University Regulations and Guidance for Students and Staff: http://www.keele.ac.uk/regulations

19. Annex - PGT Placement

MA Human Resource Management with Placement

PGT Placement Summary

Students can apply directly for the 'with Placement' degree programme, or transfer onto the 'with Placement' degree programme by the end of May or the end of October each academic year for students starting their studies in September or January, respectively.

International students can apply directly for the 'with Placement' degree programme. However, if they wish to transfer onto this programme while studying, they should discuss this with Immigration Compliance and Advice (ICA) and their Programme Director. If the transfer request can be approved in line with UK Visas and Immigration (UKVI) rules, students should be aware that a visa extension would be required.

Students accepted onto the 'with Placement' programme will complete an extra 6 - 12 months of study (the placement), depending on the duration of their placement, with a relevant placement provider after they have completed the taught component of their programme.

Admission to the Postgraduate Placement module is dependent on students i) achieving minimum academic standards and, ii) securing a placement via a competitive, employer-led selection process. The University does not guarantee placements for students who have registered for the 'with Placement' programme or for those who transfer on to the programme. All students will be provided with a detailed timeline, including deadlines, of the date by which their placement would need to be secured.

Students who successfully pass 180 credits plus the non-credit bearing Postgraduate Placement module will be awarded the degree title of 'XXXX with Placement'. Students who are unable to secure a placement, fail to satisfactorily complete their placement, or who fail the non-credit bearing Postgraduate Placement module will revert to the standard degree title of the one-year master's programme. Failure of the placement will be recorded on the student's final transcript.

Study at Level 7 will be as per the main body of this document. The additional detail contained in this annex will pertain solely to students registered for the 'with Placement' option.

Placement Programme Aims

In addition to the programme aims specified in the main body of this document, the with Placement programme aims to provide students with:

1. In-depth experience of a relevant workplace and the variety of ways in which their skills can be used in the world outside the university.
2. The opportunity to further develop their employability through skills development and reflection, enhanced organisational and sector knowledge, and networking and interpersonal communication.

Entry Requirements for the Postgraduate Placement Module

Admission to the Postgraduate Placement module is dependent on students i) achieving minimum academic standards and, ii) securing a placement via a competitive, employer-led selection process including successful application and interview. Therefore, the University cannot guarantee placements for students who have registered for the 'with placement' programme.

To be eligible to progress onto placement, students will need to have:

- Passed all of their first Semester modules (i.e., obtained an average mark of at least 50%). Where no Semester 1 marks have been awarded, performance on individual assessments in these modules will be considered.
- Completed an online Health and Safety training session prior to commencing their placement and will be required to satisfy the Health and Safety regulations of the company or organisation at which they are based.
- Secured a relevant placement via a competitive, employer-led selection process including successful application and interview.

Progression onto the Postgraduate Placement module is then conditional on passing all taught modules from the Spring and Autumn semesters, excluding the research project/dissertation.

Students with up to 30-credits of re-assessment awarded as first attempts owing to approved exceptional circumstances, and who otherwise meet the progression requirements, may progress onto the Postgraduate Placement module and retrieve their outstanding credits during their placement. All other students who have failed one or more modules will not be eligible to progress onto the Postgraduate Placement module. This applies even if they have assessment attempts remaining. These students will revert to the standard degree title of the one-year master's programme.

International students only:

- Students wishing to transfer onto this programme should discuss this with Immigration Compliance and Advice (ICA) and their Programme Director. If the transfer request can be approved in line with UK Visas and Immigration (UKVI) rules, students should be aware that a visa extension would be required (this can be applied for within the UK) once the placement opportunity is confirmed. The cost of this would be the student's own responsibility, but ICA will be able to provide advice and guidance on the process.
- International students who do not compete their placement or cannot secure a placement opportunity, but who do pass 180 credits of the taught element of the course, will be transferred to the non-placement version. This will be reported to UKVI as "early completion" and their Student Visa would be cancelled. UKVI would not issue any refund for overpaid Immigration Health surcharge in this instance.
- Provided students have passed 180 credits of the course and met all other eligibility criteria, they will still be eligible to apply for the Graduate Route.

Student Support

Students will be supported whilst on their placement via the following methods:

- Regular contact between the student and a named member of staff from the Placement and Project Managers (PPM) team who will be assigned to the student as their placement supervisor. The placement supervisor will be in regular contact with the student throughout the year and be on hand to provide advice (pastoral or academic). If the student has any academic queries whilst on placement they will be signposted to the relevant member of academic staff (i.e., Academic Mentor, Programme Director or module leader)
- Formal contact with the student during the placement. The placement supervisor will meet once with the student, and their line manager (physically / virtually) at the midway point of their placement. Additional meetings may be arranged if required.
- Placement providers will be issued with guidance on how to raise concerns about students as part of the placement approval process.

Learning Outcomes

In addition to the learning outcomes specified in the main text of the Programme Specification, students who complete the 'with Placement programme will be able to:

1. Understand and discuss the variety of ways in which skills developed during their study can be deployed in non-academic contexts.
2. Develop broader organisational/sector understanding and reflect upon their activities in this context.
3. Assess their own strengths and weaknesses in an employment context.
4. Articulate their placement skills and experiences effectively and through a variety of means (verbal and written)

These learning outcomes will be assessed through the non-credit bearing Postgraduate Placement module which provides a structure to ensure that students make the most of the placement as an integrated learning experience. Students will complete an initial skills audit and placement plan when they begin their placement and submit a final placement portfolio which includes a reflective diary completed during placement.

Regulations

Students registered for the 'with Placement' programme are subject to programme-specific regulations (if any) and the University regulations. In addition, during the placement, the following regulations will apply:

- Students undertaking the 'with Placement' programme must successfully complete the zero-credit rated module 'Postgraduate Placement'.
- In order to ensure a high-quality placement experience, each placement provider will sign a tripartite learning agreement (analogous to a service level agreement), and a health and safety checklist.
- Once a student has been accepted by a placement organisation, the student will submit a placement proposal and will be assigned a placement supervisor (from the PPM team). The placement supervisor will be responsible for ensuring that the placement experience meets the required criteria, the placement organisation meets all health and safety expectations, and a tripartite learning agreement is signed by all parties.
- The placement student will also sign up to an agreement outlining their responsibilities in relation to the requirements of each organisation.

Students will be expected to behave professionally in terms of:

(i) conforming to the work practices of the organisation; and

(ii) remembering that they are representatives of the University and their actions will reflect on the University and have an impact on that organisation's willingness (or otherwise) to remain engaged with the placement.

Additional costs for the Placement

Tuition fees for students on the 'with Placement' programme will be charged at 20% of the standard Undergraduate annual tuition fees for that year of study, as set out in Section 1.

Students will be responsible for meeting the costs of travelling to and from their placement provider, accommodation, food and personal costs. Depending on the placement provider additional costs may include parking permits, travel and transport, suitable clothing, DBS checks, and compulsory health checks.

A small stipend may be available to students from the placement provider during the placement, but this will need to be explored on a placement-by-placement basis as some organisations, such as charities, may not have any extra money available. Students should budget with the assumption that their placement will be unpaid.

Eligibility for student finance will depend on the type of placement and whether it is paid or not. Students are required to confirm eligibility with their student finance provider. As part of the placement approval process, all students will be referred to the Student Financial Support team for advice and guidance regarding scholarships, bursaries and access to additional funding.

International students who require a visa should check with the Immigration Compliance team prior to commencing any type of paid placement to ensure that they are not contravening their visa requirements.

Version History

This document

Date Approved: 16 June 2025

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1.1	2024/25	MICHAEL PENDER	06 February 2025	Add
1	2024/25	MICHAEL PENDER	10 June 2024	
1.1	2023/24	CAROLA WEISSMEYER	08 September 2023	Additional details in the sections on 'Accreditation' and 'Additional Costs'. Changes are made as part of re-approval process of the programme by the professional body the Chartered Institute of Personnel and Development (CIPD) and to provide an enhanced and more detailed description of the CIPD accreditation and its requirements.
1	2023/24	AIKATERINI KOSKINA	17 April 2023	
1	2022/23	MICHAEL PENDER	20 July 2022	