Programme Specification: Post Graduate Taught

For Academic Year 2025/26

1. Course Summary

Names of programme and award title(s)	MSc Management Postgraduate Diploma in Management Postgraduate Certificate in Management MSc Management with Marketing Postgraduate Diploma in Management with Marketing MSc Management with Sustainability Postgraduate Diploma in Management with Sustainability MSc Management with Data Analytics Postgraduate Diploma in Management with Data Analytics MSc Management with Healthcare Management Postgraduate Diploma in Management with Healthcare Management MSc Management with Project Management Postgraduate Diploma in Management with Project Management MSc Management with Human Resources Postgraduate Diploma in Management with Human Resources
Award type	Taught Masters
Mode of study	Part-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	2 years
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Online
Accreditation (if applicable)	n/a
Regulator	Office for Students (OfS)
Tuition Fees	You pay tuition fees for each module taken, either module-by-module or in full at the start of your course. The fees for 2025/26 are: a standard 15-credit module costs £645; the 45-credit dissertation module costs £1,935 and the full fee for the programme is £7,740*

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

'Poor management is estimated to cost the UK £84bn in lost productivity per year', with a need for better trained and informed managers (Chartered Management Institute Manifesto, 2018). This MSc aims to equip students with the necessary knowledge, skills, and techniques to be able to understand how business is conducted and the various challenges facing managers from a strategic and operational perspective.

The MSc Management seeks to develop well-rounded, thoughtful, active, reflective, and practical professionals with excellent skills. The programme covers core subjects such as: Leadership, International Operations and Supply, Financial Accounting, and Strategic Marketing. Students can also choose to take a pathway which complements their management programme from Computing based modules, Marketing modules, Sustainability modules, Healthcare modules, Project Management modules, or Human Resources modules, thus allowing students to broaden the scope of their master's study. Students will also complete a 45 credit research dissertation. The dissertation is an in-depth independent piece of research on an area of student interest. Students can choose from seven pathways during the programme. These consist of Management, Management with Marketing, Management with Sustainability, Management with Data Analytics, Management with Healthcare Management, Management with Project Management, and Management with Human Resources.

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

The MSc in Management is a career focused programme which will help students to become a well-rounded, thoughtful, active, reflective, and practical professional with a genuine appreciation of the strategic and operational challenges in running different organisations.

The Programme is designed for those who are seeking higher level employment roles, or for those who may already have professional experience but may be seeking a change of role or career direction.

Students will relate management theory to real-world practice from day one, developing leadership and other essential management skills through group work, individual assignments, and report writing.

The programme covers core subjects such as: Leading in a Complex World, Creating Sustainable Value through Operations, Financial Statement Analysis, Managing People and Organisations, and Strategic Marketing: Planning, Process, and Progress. Students taking the MSc Management with Data Analytics pathway will also explore System Design and Programming, while students on the MSc Management, MSc Management with Sustainability, MSc Management with Marketing, MSc Management with Human Resources, MSc Management with Project Management, and MSc Management with Healthcare Management pathways will cover Organisational Responses to Sustainability Challenges.

Keele Business School has determined six fundamental elements, namely digital, sustainability, ethics, innovation, enterprise, and creativity. All of these elements have been embedded throughout the Programme, employing expertise from other Schools within the University as appropriate.

3. Aims of the programme

By fully engaging with the MSc Management programme, students will be able to develop a range of attributes and skills that not only set them apart from other Management graduates, but that will stay with them for the rest of their working lives. The broad aims of the programme are to enable students to gain:

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

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

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

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

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

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 demonstrate knowledge and understanding of:

- The role and impact of management on organizational operations, ethics, and strategy
- Issues in relation to the wider discipline of management that impact organizational decision making, such as the wider environment, ethics, and responsible business practice

Subject specific skills

Successful students will be able to:

- Evaluate the usefulness of, choose between, and apply Management tools and theories in a contemporary context and apply them to case materials and real-life management issues, as appropriate
- Utilise a range of theories to analyse developments in contemporary management practice
- Collect, organize, present, and analyse data using an appropriate methodology for research
- Frame a research problem and conduct research following an evaluation of the appropriateness of the considered approach

In addition, students on the MSc Management with Human Resource Management pathway will be able to:

- Critically examine theories, concepts and practices of managing human resources and formulate the necessary skills to deliver excellence professionally and act as a strategic partner.

In addition, students on the MSc Management with Project Management pathway will be able to:

- Critically appraise theories, concepts and processes of management in relation to effective project management and decision making in the resolution of project challenges.

In addition, students on the MSc Management with Healthcare Management pathway will be able to:

- Critically evaluate theories, concepts and processes of management and leadership, with application to today's challenges in an ever-changing health and healthcare environment.

Key or transferable skills (including employability skills)

Successful students will be able to:

- Work effectively as an individual or as part of a group
- Recognise and respect the viewpoints of others
- Work effectively with information technology, literature searches, and library resources
- Demonstrate effective skills in problem solving
- Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity, and professional management skills

Intellectual skills

Successful students will be able to:

- Demonstrate knowledge of key concepts, models, theories, analytical tools, and debates relevant to contemporary developments in management
- Apply logical reasoning based on knowledge of management to a variety of theoretical and applied topics and problems

The 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?

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

- Micro-lectures
- Self-directed study
- Directed reading
- Group activities
- Individual activities

The mode of study is part-time. Acquisition of knowledge and understanding is through subject specialist micro-lectures, small and individual activities, guided reading and self-study, and through the research dissertation module. These principal learning and teaching methods are assisted by a variety of other learning activities, individual feedback on assignments, the use of case studies and summative and formative assessment.

The final 45 credits of the programme relate to the dissertation which students are required to complete. 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.

Apart from these formal activities, students are also provided with regular opportunities to talk through particular areas of difficulty, and any individual learning needs they may have, with the module tutors. Tutors will engage with learners in the Canvas platform for example, via announcements, group and individual discussions/comments, group and individual activities, the module's dedicated Q&A forum, and via email. Module tutors will provide written feedback on formative and summative assignments. Module staff will also be invited to participate in all staff student voice meetings held for the Programme.Students will also have regular support from Student Success Coordinators, who are able to support online learning, engagement, and to sign-post students in support of any issues arising. These learning and teaching methods enable students to achieve the learning outcomes of the programme in a variety of ways. For example:

- Micro-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.
- Discussion forums 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.
- Discussion forums and group work 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.

6. Teaching Staff

Programme Team: The MSc Management is delivered predominately by Keele Business School (KBS), selected modules are delivered by other Schools in order to broaden student choice. KBS staff have extensive teaching, research, and work experience in their fields. The School maintains a strong commitment to excellence and innovation in teaching and research. All current permanent staff have PhDs or other higher degrees or professional qualifications. All staff members engage with continuing professional development as academic teachers. All established staff have substantial teaching experience and/or formal teaching qualifications. All probationary appointments receive an intensive training programme on Teaching in Higher Education. Students will also have regular support from Student Success Coordinators, who are able to support online learning, engagement, and to sign-post students in support of any issues arising.

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?

All programmes will be delivered based on a carousel model. This means that programmes have multiple intakes and upon enrolment a student will select their first module found in Table A based on their start date.

Please note for students on the MSc Management with Data Analytics route CSC-40076 Design and Programming will always be the first module to be taken on joining the programme. This module is delivered for each cohort and is available throughout the academic year.

Students normally complete 8 modules (120 credits) from Table A and then are able to select MAN-40228 Research Methodology from Table B. MAN-40228 Research Methodology is delivered for each cohort and is available throughout the academic year.

On completion of all Modules in Table A and B students are then able to select their Dissertation module as appears in Table C. The Dissertation module is also delivered for each cohort and is available throughout the academic year.

Please note if you apply for a study break or leave of absence this will delay your original intended completion date. Most modules in Table A are only delivered at specific points within the academic year so please bear in mind you will only be able to study a missed module at the next opportunity.

N.B. For students on the MSc Management with Project Management, Human Resources, or Healthcare Management, the availability of modules CLM-40182, CLM-40184 (Healthcare Management), HRM-40087, HRM-40085 (Human Resource Management), MAN-40321 and MAN-40232 (Project Management) will be determined by the module carousel. These modules do not run concurrently.

Module Carousels

The detailed module information is available at the following link. This includes part-time and full-time options across all pathways and it covers the 2024/25 and 2025/26 academic years.

Management (Online) Module Delivery Schedule, 2024-25 and 2025-26 (updated March 2025).pdf

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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**
The role and impact of management on organisational operations, ethics, and strategy	Brand Management for Strategic Success - MAN-40220 Leading in Complexity - MAN-40216 Organisational responses to sustainability challenges - MAN-40214 Operations and Supply Chain Management - MAN-40212 Marketing Research for Contemporary Management - MAN-40210 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Green Finance - FIN-40065 Managing People and Organisations - MAN-40226 Contemporary Case Studies in Sustainability - ESC-40075
Issues in relation to the wider discipline of management that impact organisational decision making, such as the wider environment, ethics, and responsible business practice	Organisational responses to sustainability challenges - MAN-40214 Operations and Supply Chain Management - MAN-40212 Leading in Complexity - MAN-40216 Managing People and Organisations - MAN-40226 MAN-40321 Project Risks and Uncertainty MAN-40323 Project Management Fundamentals HRM-40087 Human Resource Management at Work HRM-40085 The HR Professional CLM-40182 Healthcare Economics and Sustainability CLM-40184 Healthcare and Human Resource Management

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Evaluate the usefulness of, choose between, and apply Management tools and theories in a contemporary context and apply them to case materials and real-life management issues, as appropriate	Brand Management for Strategic Success - MAN-40220 Leading in Complexity - MAN-40216 Organisational responses to sustainability challenges - MAN-40214 Operations and Supply Chain Management - MAN-40212 Marketing Research for Contemporary Management - MAN-40210 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Green Finance - FIN-40065 Contemporary Case Studies in Sustainability - ESC-40075 Financial Statement Analysis - ACC-40014 Managing People and Organisations - MAN-40226 MSc Management Dissertation - MAN-40222 Research Methodology - MAN-40228 MAN-40321 Project Risks and Uncertainty MAN-40323 Project Management Fundamentals HRM-40087 Human Resource Management at Work HRM-40085 The HR Professional CLM-40182 Healthcare Economics and Sustainability CLM-40184 Healthcare and Human Resource Management
Utilise a range of theories to analyse developments in contemporary management practice	Managing People and Organisations - MAN-40226 Organisational responses to sustainability challenges - MAN-40214 Brand Management for Strategic Success - MAN-40220 Leading in Complexity - MAN-40216 Operations and Supply Chain Management - MAN-40212 Marketing Research for Contemporary Management - MAN-40210 Financial Statement Analysis - ACC-40014 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208
Collect, organize, present, and analyse data using an appropriate methodology for research	Marketing Research for Contemporary Management - MAN-40210 MSc Management Dissertation - MAN-40222 Research Methodology - MAN-40228
Frame a research problem and conduct research following an evaluation of the appropriateness of the considered approach	Research Methodology - MAN-40228 Marketing Research for Contemporary Management - MAN-40210 MSc Management Dissertation - MAN-40222
Critically examine theories, concepts and practices of managing human resources and formulate the necessary skills to deliver excellence professionally and act as a strategic partner.	MSc Management with Human Resource Management pathway
Critically appraise theories, concepts and processes of management in relation to effective project management and decision making in the resolution of project challenges.	MSc Management with Project Management pathway

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Critically evaluate theories, concepts and processes of management and leadership, with application to today's challenges in an ever-changing health and healthcare environment.	MSc Management with Healthcare Management pathway

Intellectual skills	
Learning Outcome	**Module in which this is delivered**
Demonstrate knowledge of key concepts, models, theories, analytical tools, and debates relevant to contemporary developments in management	Financial Statement Analysis - ACC-40014 Research Methodology - MAN-40228 Statistical Data Analytics and Databases - CSC-40080 Visualisation for Data Analytics - CSC-40096 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Marketing Research for Contemporary Management - MAN-40210 Operations and Supply Chain Management - MAN-40212 Organisational responses to sustainability challenges - MAN-40214 Leading in Complexity - MAN-40216 Brand Management for Strategic Success - MAN-40220 MSc Management Dissertation - MAN-40222 Managing People and Organisations - MAN-40226 Design and Programming (online) - CSC-40076 MAN-40321 Project Risks and Uncertainty MAN-40323 Project Management Fundamentals HRM-40087 Human Resource Management at Work HRM-40085 The HR Professional CLM-40182 Healthcare Economics and Sustainability CLM-40184 Healthcare and Human Resource Management
Apply logical reasoning based on knowledge of management to a variety of theoretical and applied topics and problems	Financial Statement Analysis - ACC-40014 Research Methodology - MAN-40228 Statistical Data Analytics and Databases - CSC-40080 Visualisation for Data Analytics - CSC-40096 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Marketing Research for Contemporary Management - MAN-40210 Operations and Supply Chain Management - MAN-40212 Organisational responses to sustainability challenges - MAN-40214 Leading in Complexity - MAN-40216 Brand Management for Strategic Success - MAN-40220 MSc Management Dissertation - MAN-40222 Managing People and Organisations - MAN-40226 Design and Programming (online) - CSC-40076

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
Work effectively as an individual or as part of a group	Financial Statement Analysis - ACC-40014 Research Methodology - MAN-40228 Statistical Data Analytics and Databases - CSC-40080 Visualisation for Data Analytics - CSC-40096 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Marketing Research for Contemporary Management - MAN-40210 Operations and Supply Chain Management - MAN-40212 Organisational responses to sustainability challenges - MAN-40214 Leading in Complexity - MAN-40216 Brand Management for Strategic Success - MAN-40220 MSc Management Dissertation - MAN-40222 Managing People and Organisations - MAN-40226 Design and Programming (online) - CSC-40076
Recognise and respect the viewpoints of others	Financial Statement Analysis - ACC-40014 Design and Programming (online) - CSC-40076 Statistical Data Analytics and Databases - CSC-4008 Visualisation for Data Analytics - CSC-40096 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Marketing Research for Contemporary Management - MAN-40210 Operations and Supply Chain Management - MAN-40212 Organisational responses to sustainability challenges - MAN-40214 Leading in Complexity - MAN-40216 Brand Management for Strategic Success - MAN-40220 MSc Management Dissertation - MAN-40222 Managing People and Organisations - MAN-40226 Research Methodology - MAN-40228 MAN-40321 Project Risks and Uncertainty MAN-40323 Project Management Fundamentals HRM-40087 Human Resource Management at Work HRM-40085 The HR Professional CLM-40182 Healthcare Economics and Sustainability CLM-40184 Healthcare and Human Resource Management

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
Work effectively with information technology, literature searches, and library resources	Financial Statement Analysis - ACC-40014 Research Methodology - MAN-40228 Statistical Data Analytics and Databases - CSC-40080 Visualisation for Data Analytics - CSC-40096 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Marketing Research for Contemporary Management - MAN-40210 Operations and Supply Chain Management - MAN-40212 Organisational responses to sustainability challenges - MAN-40214 Leading in Complexity - MAN-40216 Brand Management for Strategic Success - MAN-40220 MSc Management Dissertation - MAN-40222 Managing People and Organisations - MAN-40226 Design and Programming (online) - CSC-40076 MAN-40321 Project Risks and Uncertainty MAN-40323 Project Management Fundamentals HRM-40087 Human Resource Management at Work HRM-40085 The HR Professional CLM-40182 Healthcare Economics and Sustainability CLM-40184 Healthcare and Human Resource Management
Demonstrate effective skills in problem solving	Financial Statement Analysis - ACC-40014 Research Methodology - MAN-40228 Statistical Data Analytics and Databases - CSC-40080 Visualisation for Data Analytics - CSC-40096 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Marketing Research for Contemporary Management - MAN-40210 Operations and Supply Chain Management - MAN-40212 Organisational responses to sustainability challenges - MAN-40214 Leading in Complexity - MAN-40216 Brand Management for Strategic Success - MAN-40220 MSc Management Dissertation - MAN-40222 Managing People and Organisations - MAN-40226 Design and Programming (online) - CSC-40076 MAN-40321 Project Risks and Uncertainty MAN-40323 Project Management Fundamentals HRM-40087 Human Resource Management at Work HRM-40085 The HR Professional CLM-40182 Healthcare Economics and Sustainability CLM-40184 Healthcare and Human Resource Management

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity, and professional management skills	Financial Statement Analysis - ACC-40014 Research Methodology - MAN-40228 Statistical Data Analytics and Databases - CSC-40080 Visualisation for Data Analytics - CSC-40096 Contemporary Case Studies in Sustainability - ESC-40075 Green Finance - FIN-40065 Strategic Marketing: Planning, Process, and Progress - MAN-40208 Marketing Research for Contemporary Management - MAN-40210 Operations and Supply Chain Management - MAN-40212 Organisational responses to sustainability challenges - MAN-40214 Leading in Complexity - MAN-40216 Brand Management for Strategic Success - MAN-40220 MSc Management Dissertation - MAN-40222 Managing People and Organisations - MAN-40226 Design and Programming (online) - CSC-40076 MAN-40321 Project Risks and Uncertainty MAN-40323 Project Management Fundamentals HRM-40087 Human Resource Management at Work HRM-40085 The HR Professional CLM-40182 Healthcare Economics and Sustainability CLM-40184 Healthcare and Human Resource Management

8. Final and intermediate awards

Master's Degree	180 credits	Students will require at least 180 credits at Level 7
Postgraduate Diploma	120 credits	Students will require at least 120 credits at Level 7
Postgraduate Certificate	60 credits	Students will require at least 60 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 students 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 students did not understand, helping them to improve their performance. While the type of assessment will vary depending on the module, the following list is representative of the variety of assessment methods used on the MSc Management, MSc Management with Marketing, MSc Management with Sustainability, MSc Management with Data Analytics, MSc Management with Healthcare Management, MSc Management with Project Management, and MSc Management with Human Resources programmes:

Essays and reports, including those based on case study material, may be used to test the quality and application of subject knowledge by students. Essays and reports allow students to demonstrate their ability to carry out basic bibliographic research and to communicate there ideas effectively in writing in an appropriate scholarly style using the Harvard, or recognised alternative, system of referencing. Essays also provide a solid (re)introduction to academic writing, which students may find helpful in developing their writing and referencing skills in advance of the MAN-40222 MSc Management Dissertation module.

Exercises are used to test student ability in framing and solving analytical and numerical questions. Exercises are particularly helpful in demonstrating student competence and familiarity with a range of mathematical techniques that for the everyday toolkit of the modern economist.

Literature reviews and research reports test student 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. For example, literature reviews may be connected to the modules MAN-40222 MSc Management Dissertation and MAN-40228 Research Methodology.

Oral presentations and reflective reports may be used to assess a student's subject knowledge and understanding. They also test the ability to work effectively as a member of a team, to communicate what they know orally and visually, and to reflect on these processes as part of their own personal development. For example, the module MAN-40208 Strategic Marketing: Planning, Process, and Progress, will require students to consider key questions using a reflective lens.

Unseen examinations in different formats may also be used to 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 essays, short answer and/or multiple-choice questions.

Students on the MSc Management, MSc Management with Marketing, MSc Management with Sustainability, MSc Management with Data Analytics, MSc Management with Healthcare Management, MSc Management with Project Management, and MSc Management with Human Resources pathways will be required to undertake the module MAN-40222 MSc Management Dissertation. The dissertation tests student 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 of the strands of a particular argument into the approach to the solution to an academic question.

Further to this, students are encouraged to adopt a questioning and inquisitive approach for the duration of their studies and beyond, placing emphasis on putting theory into practice.

Feedback on assessments submitted should be received no later than 3 weeks following the submission deadline. In the exceptional circumstance that feedback cannot be completed within the 3 week period, students should be promptly informed of alternate timescales.

Students must submit their work by the deadline stated. Assessments should be submitted via the Canvas platform, unless otherwise stated by the module tutor. Assessments should not be sent to module tutors or the module lead by email.

Module leaders and module tutors are unable to provide individual extensions. Failure to submit an assessment by the due date may result in failure of the module. Keele University's late submission policy notes that submission within 7 calendar days after the submission deadline without valid exceptional circumstances, will result in a maximum of 50% (the pass mark) being awarded. Late submissions more than 7 calendar days after the deadline or non-submission of work, without valid exceptional circumstances, will result in the work not being accepted and a mark of 0 will be awarded for that component of the module.

All work submitted must be the student's own and must not be copied or plagiarised in any way whatsoever. Plagiarism will be dealt with severely and can lead to penalties ranging from failure of the module to expulsion from the University. To view the student guide to plagiarism, please see: student-academic-misconduct-CoP.pdf (keele.ac.uk).

In some circumstances, students may feel their ability to complete your assessment has been compromised in some way. Most frequently, this is the result of medical or family emergencies. In this case, students are required to fill out an exceptional circumstances form, and to provide written evidence. All matters will be treated in the strictest of confidence and dealt with on a case-by-case basis. Once an exceptional circumstances application has been approved by the University, students will be given a reassessment opportunity. The reassessment opportunity will typically take place within a few weeks of the original submission deadline, to ensure that any reassessments required, do not interrupt other on-going modules. Further information regarding Keele's extenuating circumstances processes can be accessed at: www.keele.ac.uk/students/academiclife/examinations/ec/.

Marks are awarded for summative assessments designed to assess student achievement of learning outcomes. Students will also be assessed formatively to enable them to monitor their own progress and to assist staff in identifying and addressing any specific learning needs. Feedback, including guidance on how students can improve the quality of their 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 module 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?

Students will need at least a second class honours degree or overseas equivalent qualification in order to apply to study the programme. Appropriate professional qualifications or relevant work experience may also be considered. Applicants for whom English is a second language will require English language proficiency of at least Academic IELTS 6.0 in IELTS test scores with a minimum of 5.5 in each subtest (or equivalent).

13. How are students supported on the programme?

Students undertaking the MSc Management, the MSc Management with Marketing, the MSc Management with Sustainability, the MSc Management with Data Analytics, the MSc Management with Healthcare Management, the MSc Management with Project Management, and the MSc Management with Human Resources are supported during their degree in a number of ways:

- Students have access to module tutors throughout their degree, who are responsible for providing student with support for learning in relation to their modules. Module tutors offer further support in providing individual feedback on in-course assessments, and more general feedback on examinations, in order to help students to further develop their learning and approach to study. Students can also contact the module lead for further support if required.
- Students are encouraged to contact the Programme Director with any issues they may encounter. The Programme Director assumes responsibility for monitoring overall student progress through the subject, undertaking individual progress reviews with students, and providing a general point of contact for students on the MSc Management, MSc Management with Marketing, MSc Management with Sustainability, MSc Management with Data Analytics, MSc Management with Healthcare Management, MSc Management with Project Management, and MSc Management with Human Resources programmes. The Programme Director may be consulted on a wide range of issues and, among other things, commonly may be approached to provide a reference for job and other applications.
- Student will also have regular support, as required, from Student Success Coordinators. Student Success Coordinators are able to support online learning and engagement, and to support students in other matters, in addition to sign-posting students to any further support which may be required.
- Additional help for international students is also available from the Language Centre.

Keele University supports all students in completing their degrees. Students can read more about Keele University's Access and Participation Plan at: www.keele.ac.uk/access-plan/.

Further guidance and support for using the Canvas platform can be found at: www.community.canvaslms.com/t5/Canvas-Basics-Guide/What-tools-and-computer-skills-do-I-need-to-use-Canvas/ta-p/446129.

Further information for the University's accessibility statement for online learners can be found at: www.online.keele.ac.uk/accessibility-statement/.

14. Learning Resources

Teaching on the MSc Management takes place online via the Canvas platform.

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

15. Other Learning Opportunities

Other indicative activities may include elements such as team-building exercises and consultancy exercises involving real-life business problems. Students may also have the opportunity to view micro-lectures delivered by prominent external industrial speakers, and to engage in wider networking and collaboration events. External engagement may also be possible during the Programme's Dissertation module.

16. Additional Costs

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: Masters Degrees in Business and Management (2015) 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

19. Annex - Programme-specific regulations

Programme Regulations: MSc Management

Final Award and Award Titles	MSc Management, MSc Management with Marketing, MSc Management with Sustainability, MSc Management with Marketing, MSc Management with Healthcare Management, MSc Management with Project Management, MSc Management with Human Resources
Intermediate Award(s)	Postgraduate Diploma in Management, Postgraduate Diploma in Management with Marketing, Postgraduate Diploma in Management with Sustainability, Postgraduate Diploma in Management with Data Analytics, Postgraduate Certificate in Management, Postgraduate Diploma in Management with Healthcare Management, Postgraduate Diploma in Management with Project Management, Postgraduate Diploma in Management with Human Resources
Last modified	13/05/2024
Programme Specification	https://www.keele.ac.uk/qa/programmespecifications

The University's Academic Regulations which can be found on the Keele University website (https://www.keele.ac.uk/regulations/)[1] apply to and regulate the programme, other than in instances where the specific programme regulations listed below over-ride them. These programme regulations list:

- *Exemptions* which are characterised by the omission of the relevant regulation.
- *Variations* which are characterised by the replacement of part of the regulation with alternative wording.
- *Additional Requirements* which set out what additional rules that apply to students in relation to this programme.

The following **exemptions, variations** and **additional requirements** to the University regulations have been checked by Academic Services and have been approved by the Faculty Education Committee.

A) EXEMPTIONS

The clause(s) listed below describe where an exemption from the University's Academic Regulations exists:

For the whole duration of their studies, students on this Programme are exempt from the following regulations:

Exemption 1: Academic Warnings:

- Students on this programme are not covered by the University's Academic Warnings process.

B) VARIATIONS

The clause(s) listed below describe where a variation from the University's Academic Regulations exists:

Variation 1:

- There is a variation to how the students on this programme are charged fees (fees are charged either per module or in full).

Variation 2:

Progression Rules for this programme:
Given the carousel model and multiple entry points, students progression will initially be determined based on provisional marks.
The programme includes a dissertation stage consisting of a 45-credit dissertation module.

Variation 3:

Deviation from D1.12.1.5 You will be required to take one or more study break if the School advises you that you carry outstanding assessment attempts for previous modules to the equivalent of 45 credits or more. If you have already embarked on a further module, you may be placed on a compulsory study break to attempt your outstanding assessments before you are allowed to resume your studies at the next opportunity. Any compulsory study break will count towards your total allocation of study break time available on the programme. You will be allowed to resume your studies after your study break once you carry no more than 15 credits worth of outstanding assessment.

Additional Requirements

The programme requirements listed below are in addition to the University's Academic Regulations:

Additional requirement 1: Study Breaks
Part-time students: You are entitled to take a maximum of six informal breaks in your study between the modules you enrol on. A study break is an informal absence for the duration of one module. You cannot take more than two consecutive study breaks in succession. Longer periods of absence require a formal leave of absence.

Full-time students: Are entitled to take a maximum of three informal breaks in their study between the modules

they enrol on. A study break is an informal absence for the duration of one module. They cannot take more than two consecutive study breaks in succession. Longer periods of absence require a formal leave of absence.

[1] References to University Regulations in this document apply to the content of the University's Regulatory Framework as set out on the University website here https://www.keele.ac.uk/regulations/.

Version History

This document

Date Approved: 19 June 2025

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
2.1	2024/25	MOSHOOD BELLO	11 April 2025	Revisions to carousel
2	2024/25	HELEN MILLWARD	19 August 2024	Specific LO added to section 4
1	2024/25	HELEN MILLWARD	17 June 2024	
1	2023/24	HELEN MILLWARD	15 May 2023	
1	2022/23	HELEN MILLWARD	20 July 2022	
1	2021/22	HELEN MILLWARD	22 September 2021	