

Programme Specification: Post Graduate Taught

For Academic Year 2026/27

1. Course Summary

Names of programme and award title(s)	Master of Business Administration (MBA)
Award type	Taught Masters Collaborative
Mode of study	Full-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	1 year September entry point
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele University, Greece - University Legal Entity
Accreditation (if applicable)	Not applicable
Regulator	Office for Students (OfS); Office for Standards in Education
Tuition Fees	Refer to the Keele University, Greece - University Legal Entity webpages for information in relation to Tuition Fees

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 relevance of the Master's Programme in Business Administration is demonstrated by its coherent academic focus and structure, which directly addresses the demands of today's business environment. This is a modern, interdisciplinary post-graduate programme that focuses on understanding organizations as dynamic and complex systems where critical functions such as strategy, leadership, marketing, finance, and human resource administration. The programme's structure follows a progressive development of knowledge and skills, starting with the fundamental concepts of administration and evolving into more complex and specialized applications. Within this framework, students gradually acquire the ability to manage issues of strategic decision-making, change administration, leadership in complex environments, and the digital transformation of organizations, thereby enhancing their operational readiness. The programme's individual courses cover a broad and balanced range of subjects, such as organizational strategy, human resource administration, Strategic Marketing, financial decision-making, operations administration, innovation, and digital transformation. Through this multidimensional approach, students are provided with a comprehensive framework of knowledge and skills that meets the needs of the modern job market. Emphasis is placed on the applied dimension of learning, as the programme encourages the integration of theory with professional practice through assignments, case studies, and the completion of a thesis that focuses on real-world administration issues. In this way, students' ability to apply their knowledge in practical settings and address complex problems in a well-documented and effective manner is enhanced. The student-centred approach adopted encourages students' active participation in the learning process, fosters critical thinking and the ability to reflect, and promotes the development of autonomy in learning. Overall, the program contributes significantly to the development graduates who are capable of making evidence-based decisions, leading effectively, and creating value in complex organizational environments.

3. Aims of the programme

To develop senior leaders from public, private and not-for-profit organisations who are equipped with the

knowledge and skills to lead contemporary organisations in an ethical and sustainable way. Leaders should be able to employ strategic, critical and innovative thinking to seek solutions and make sound choices within an ever changing and ambiguous business environment. The programme is structured to enable reflective learning, seeking to build on your experience and current work challenges along with peer-to-peer engagement and learning. The programme offers a rigorous understanding of the key disciplines of management leadership and strategy, offering managers an in-depth understanding of how the organisation operates, providing understanding of functional disciplines and how they relate to one another.

The programme provides a deep intellectual appreciation of the complexity of the rapidly changing organisational context, interconnected across international and national boundaries, incorporating a diverse range of stakeholders and maximising value for these stakeholders, sustainably, for now and the future.

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

1. To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making under uncertainty within changing contexts to meet stakeholder interests.
2. Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.
3. Develop a critical understanding of managerial processes and have knowledge about how to 'get things done' in what are often complex and messy work environments.
4. Explain the main forms of innovation and change impacting on contemporary organisations, identifying ways of managing change and appreciating the challenges and complexity of managing during times of change.
5. Outline the value and challenges to innovation, creativity, entrepreneurial and entrepreneurial behaviour.
6. Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.
7. Develop awareness of the impact of environmental forces on organisations, including political, environmental, sociological, macro-economic, ethical, legal, technological and social at the local, national and international level.
8. Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.
9. Develop a systematic understanding of the uses and limitations of a range of research methods and an understanding of their strengths and weaknesses for providing information and evaluating options within management.
10. Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.

Subject specific skills

1. Ability to assess and contribute to the development of the strategic position of your organisation.
2. Demonstrate effective leadership to enable open and high-performance working, the building of successful teams and development of individuals, across diverse groups.
3. Ability to recognise the need for change and the skill to initiate and manage that change process effectively.
4. Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.
5. Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.

6. Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.
7. Ability to work effectively within a group both as a team member and leader, clarifying tasks, maximising use of capabilities and resources, handling conflict with confidence and sensitivity to the value of diversity.
8. Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.
9. Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making under uncertainty, innovation, risk management and project management.
10. Think critically and be creative - organise your thoughts, analyse, synthesise and critically appraise. Develop the capability to identify assumptions, evaluate information, define terms adequately and generalise appropriately.
11. The ability to create, evaluate and assess a range of options together with the capacity to apply understanding to a range of situations in conditions of limited knowledge or uncertainty.
12. Analyse complex business problems from a range of perspectives using appropriate knowledge and theory to critically evaluate options including the implications of trade-offs and the development of appropriate sustainable and socially aware strategies.
13. Demonstrate reflective practice, self-awareness and self-management.

Key or transferable skills (including employability skills)

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

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 studying a Keele degree 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, environmental and ethical responsibility**. You will have opportunities to engage actively with the range of attributes: 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 your studies.

5. How is the programme taught?

Learning and teaching methods used on the programme vary according to the subject matter and intended learning outcomes of each module. Teaching is primarily delivered in person by academic staff based at Keele University, Greece - University Legal Entity, who work closely with and under the academic oversight of Keele University module leaders. The programme adopts a student-centred and practice-oriented approach, combining academic theory with its application to contemporary business and organisational contexts.

Teaching methods include:

- Lectures, where academic staff introduce key concepts, theories and contemporary developments in business and management, providing students with a framework for further reading, critical reflection and independent study.
- Seminars and workshops, which encourage active participation through discussion, case study analysis, problem-solving activities, business simulations, and collaborative learning. These sessions enable students to apply theoretical knowledge to real organisational challenges while developing analytical, communication and decision-making skills.
- Group work and presentations, through which students work collaboratively to analyse business problems, evaluate strategic options, and communicate evidence-based recommendations, reflecting the collaborative nature of contemporary management practice.
- Independent study, including directed reading, critical evaluation of academic and professional literature, preparation for assessments, and self-directed learning activities designed to deepen subject knowledge and develop research skills.
- Research supervision, provided during the Dissertation/ Extensive Company Project, where students undertake an independent investigation into a contemporary management issue under the guidance of an academic supervisor.
- Technology-enhanced learning, supported through the University's virtual learning environment (KLE/Moodle) and MS Teams, which provide access to learning materials, assessment guidance, discussion forums, learning resources, recorded content where appropriate, and communication with academic staff.
- Individual academic support, through scheduled office hours, tutorials and one-to-one meetings with module tutors or academic mentors, providing guidance on academic progress, assessments and research activities.

These learning and teaching methods enable students to achieve the programme learning outcomes in a variety of ways. Lectures and independent study develop students' theoretical understanding and critical awareness of contemporary management issues. Seminars, workshops, case studies and group activities provide opportunities to apply knowledge to practical business situations, develop problem-solving and leadership skills, and learn collaboratively from peers. The Dissertation/Extensive Company Project enables students to design and undertake an independent research project, critically evaluate evidence, and produce academically rigorous and professionally relevant solutions to complex organisational challenges.

6. Teaching Staff

Please add a statement about teaching staff on the programme

The modules will be overseen by a Keele University, Greece - University Legal Entity Programme Director with relevant experience and knowledge in the subject area and will be delivered by module tutors in Greece, employed by Keele University, Greece - University Legal Entity, who work closely with Keele module leaders who are responsible for overseeing each module delivered in Greece. The modules are taught by highly qualified staff with specialist qualifications in Marketing, Strategy, Leadership, Financial Decision Making, Human Resource Management, Procurement, Digital Transformation and Advanced Research Methods and Academic Skills Tutors who provide learning support.

Honorary lecturers, visiting lecturers and leading experts are integral to the delivery of modules within the programme and are utilized where appropriate. The Keele University, Greece - University Legal Entity programme team will utilize this and other expertise from the wider Keele Business School to inform teaching on this programme. Keele, working with Keele University, Greece - University Legal Entity, 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. Keele, working with Keele University, Greece - University Legal Entity, will endeavour to ensure that any impact on students is limited if such changes occur.

7. What is the structure of the programme?

The programme is a full-time programme with a total duration of one (1) academic year and is structured into three (3) semesters, in accordance with the European Credit Transfer and Accumulation System (ECTS). The total number of credits required to be awarded the degree is 180 credits (90 ECTS).

Please note that UK credits convert to ECTS (European Credit Transfer and Accumulation System) at a ratio of 2:1, meaning that 120 UK credits are equivalent to 60 ECTS credits.

The programme structure includes ten (10) modules totalling 150 credits and an extensive research paper/business project carrying 30 credits, ensuring a balance between theoretical training, the development of managerial and analytical skills and applied learning. The Thesis/Extensive Company Project (30 credits, 3rd semester) is an independent research project on a selected topic in Business Administration. Supervision is assigned to a faculty member of the Department, based on the relevance of the subject matter. Supervisors are

assigned based on academic relevance, while the Internal Regulations (M3.1) define the topic selection process, the stages of supervision, evaluation criteria, the originality check (plagiarism check), as well as the requirements regarding the structure and presentation of the thesis.

1st Semester (60 credits) - four modules × 15 credits:

- People, Work and Organizations
- Creating Sustainable Value through Operations
- Financial Decision Making
- Strategic Marketing in a Global Context

2nd Semester (60 credits) - four modules × 15 credits:

- Leadership in a Complex World
- Human Resource Administration
- Digital Transformation and Digital Organization
- Research Methods

3rd Semester (60 credits) - 3 modules

- Project (30 credits) - independent research project / applied business project linked to real-world administration issues and professional environments
- Organisational Strategy in a Dynamic World
- Creativity, Innovation, and Quality

MBA Modules & Credits		
SEM 1		
MODULES	UK	ECTS
MAN-40453 - People, Work and Organisations	15	7.5
MAN-40441 - Creating Sustainable Value through Operations	15	7.5
MAN-40451 - Strategic Marketing	15	7.5
MAN-40445 - Financial Decision Making	15	7.5
SEM 2		
MODULES	UK	ECTS
MAN-40443 - Research Methods	15	7.5
MAN-40447 - Digital Transformation and the Digital Organisation	15	7.5
MAN-40437 - Leading in a Complex World	15	7.5
HRM-40097 - Human Resource Management	15	7.5
SEM 3		
MODULES	UK	ECTS
MAN-40439 - Extensive Company Project	30	15
MAN-40455 - Creativity, Innovation and Quality	15	7.5
MAN-40449 - Organisational Strategy in an Organic World	15	7.5
Total Credits per Semester	60	30
	UK	ECTS
Total Credits Programme	180	90

Module Lists

Level 7

Compulsory modules	Module Code	Credits	Period
Creating Sustainable Value Through Operations (MBA KUG)	MAN-40441	15	Semester 1
Financial Decision Making (MBA KUG)	MAN-40445	15	Semester 1
Strategic Marketing (SLMBA)	MAN-40451	15	Semester 1
People, Work and Organisations (MBA KUG)	MAN-40453	15	Semester 1
Human Resource Management (MBA KUG)	HRM-40097	15	Semester 2
Leading in a Complex World MBA KUG	MAN-40437	15	Semester 2
Research Methods (MBA KUG)	MAN-40443	15	Semester 2
Digital Transformation and the Digital Organisation (MBA - KUG)	MAN-40447	15	Semester 2
Extensive Company Project (SLMBA)	MAN-40439	30	Semester 3
Organisational Strategy in a Dynamic World (MBA KUG)	MAN-40449	15	Semester 3
Creativity, Innovation and Quality (MBA KUG)	MAN-40455	15	Semester 3

Learning Outcomes

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

Level 7

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Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453
Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Strategic Marketing (SLMBA) - MAN-40451
Develop a critical understanding of managerial processes and have knowledge about how to 'get things done' in what are often complex and messy work environments.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 People, Work and Organisations (MBA KUG) - MAN-40453

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
Explain the main forms of innovation and change impacting on contemporary organisations, identifying ways of managing change and appreciating the challenges and complexity of managing during times of change.	Extensive Company Project (SLMBA) - MAN-40439 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Strategic Marketing (SLMBA) - MAN-40451 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.	Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447
Develop awareness of the impact of environmental forces on organisations, including political, environmental, sociological, macro-economic, ethical, legal, technological and social at the local, national and international level.	Extensive Company Project (SLMBA) - MAN-40439 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453
Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.	Human Resource Management (MBA KUG) - HRM-40097 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453
Develop a systematic understanding of the uses and limitations of a range of research methods and an understanding of their strengths and weaknesses for providing information and evaluating options within management.	Extensive Company Project (SLMBA) - MAN-40439 Research Methods (MBA KUG) - MAN-40443
Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Ability to assess and contribute to the development of the strategic position of your organisation.	Human Resource Management (MBA KUG) - HRM-40097 Extensive Company Project (SLMBA) - MAN-40439 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Demonstrate effective leadership to enable open and high-performance working, the building of successful teams and development of individuals, across diverse groups.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437
Ability to recognise the need for change and the skill to initiate and manage that change process effectively.	Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creativity, Innovation and Quality (MBA KUG) - MAN-40455

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.	Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.	Financial Decision Making (MBA KUG) - MAN-40445 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447
Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Research Methods (MBA KUG) - MAN-40443 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Ability to work effectively within a group both as a team member and leader, clarifying tasks, maximising use of capabilities and resources, handling conflict with confidence and sensitivity to the value of diversity.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453
Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making under uncertainty, innovation, risk management and project management.	Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 Research Methods (MBA KUG) - MAN-40443 Financial Decision Making (MBA KUG) - MAN-40445 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Strategic Marketing (SLMBA) - MAN-40451 Creativity, Innovation and Quality (MBA KUG) - MAN-40455

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Think critically and be creative - organise your thoughts, analyse, synthesise and critically appraise. Develop the capability to identify assumptions, evaluate information, define terms adequately and generalise appropriately.	Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 Research Methods (MBA KUG) - MAN-40443 Financial Decision Making (MBA KUG) - MAN-40445 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
The ability to create, evaluate and assess a range of options together with the capacity to apply understanding to a range of situations in conditions of limited knowledge or uncertainty.	Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Research Methods (MBA KUG) - MAN-40443 Financial Decision Making (MBA KUG) - MAN-40445 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Analyse complex business problems from a range of perspectives using appropriate knowledge and theory to critically evaluate options including the implications of trade-offs and the development of appropriate sustainable and socially aware strategies.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Demonstrate reflective practice, self-awareness and self-management.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 Financial Decision Making (MBA KUG) - MAN-40445 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Effective use of communication and information technology.	Extensive Company Project (SLMBA) - MAN-40439 Digital Transformation and the Digital Organisation (MBA - KUG) - MAN-40447 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 People, Work and Organisations (MBA KUG) - MAN-40453 Creativity, Innovation and Quality (MBA KUG) - MAN-40455
Numeracy and business research skills.	Extensive Company Project (SLMBA) - MAN-40439 Research Methods (MBA KUG) - MAN-40443 Financial Decision Making (MBA KUG) - MAN-40445
Ability to make decisions under uncertainty.	Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Research Methods (MBA KUG) - MAN-40443 Strategic Marketing (SLMBA) - MAN-40451
Ability to analyse and evaluate narrative data.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Research Methods (MBA KUG) - MAN-40443 Strategic Marketing (SLMBA) - MAN-40451
Independent, self-critical learner.	Human Resource Management (MBA KUG) - HRM-40097 Leading in a Complex World MBA KUG - MAN-40437 Extensive Company Project (SLMBA) - MAN-40439 Creating Sustainable Value Through Operations (MBA KUG) - MAN-40441 Research Methods (MBA KUG) - MAN-40443 Strategic Marketing (SLMBA) - MAN-40451 People, Work and Organisations (MBA KUG) - MAN-40453

8. Final and intermediate awards

Master of Business Administration	180 credits	You will require 180 credits at Level 7
Postgraduate Diploma in Business Administration	120 credits	You will require 120 taught credits at Level 7
Postgraduate Certificate in Business Administration	60 credits	You will require 60 taught credits at Level 7

9. How is the Programme Assessed?

The programme employs a range of assessment methods designed to evaluate students' achievement of the programme learning outcomes and to support the development of advanced knowledge, critical thinking, professional judgement, and practical management skills. Assessment methods are aligned with the intended learning outcomes of individual modules and reflect the applied and practice-oriented nature of the MBA.

The following list is representative of the assessment methods used across the programme:

Coursework assignments, which enable students to demonstrate their understanding of management theories and concepts, critically evaluate contemporary business issues, and apply academic knowledge to organisational contexts.

Case study analyses, which assess students' ability to analyse complex business situations, evaluate alternative courses of action, and develop evidence-based recommendations for organisational decision-making.

Business reports, which develop students' ability to communicate professional recommendations clearly and concisely while applying appropriate analytical tools and management frameworks.

Presentations, which assess students' ability to communicate complex ideas effectively to professional audiences, justify recommendations, and respond to questions in a clear and persuasive manner.

Group projects, which provide opportunities to develop teamwork, leadership, collaboration, negotiation, and project management skills while addressing realistic organisational challenges.

Reflective assignments, which encourage students to critically evaluate their own learning, leadership development, professional practice, and decision-making processes.

Research-based assessments, which develop students' ability to locate, evaluate, synthesize and critically analyse academic and professional literature, and to apply appropriate research methods to management problems.

Exams, assess students' understanding of key concepts, analytical ability, and capacity to apply knowledge under controlled conditions.

The Dissertation/Extensive Company Project, undertaken under academic supervision, provides students with the opportunity to complete an independent investigation into a contemporary management issue. It enables students to integrate the knowledge, analytical skills, and research capabilities developed throughout the programme while producing a professionally relevant and academically rigorous piece of work.

Assessments may be either formative or summative. Formative assessment provides students with opportunities to receive developmental feedback to support their learning before final assessment, while summative assessment contributes to the overall module grade. Constructive feedback is provided to support students' academic development and to help them identify strengths and areas for further improvement.

The variety of assessment methods ensures that students develop and demonstrate a broad range of academic, professional and transferable skills, including critical analysis, problem-solving, strategic thinking, communication, teamwork, leadership, research capability, and evidence-based decision-making. As students' progress through the programme, assessments become increasingly integrative and independent, culminating in the Dissertation / Extensive Company Project, which represents the synthesis of the knowledge and competencies acquired throughout the MBA.

10. Accreditation

This programme does not have accreditation from an external body.

11. University Regulations

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

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

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

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

The recruitment application process is conducted online and is fully structured and transparent. Applicants submit the required supporting documents, which include, but are not limited to, a resume, a copy of their degree, two letters of recommendation, a writing sample, and, where applicable, documentation of professional experience. Holding a higher education degree is a prerequisite for admission to the programme. Candidates are evaluated by a committee, which comprehensively reviews each candidate's profile, considering academic performance, professional background, motivation for participation, and analytical and critical thinking skills. Where deemed necessary, the process is supplemented by a personal interview, with the aim of more fully assessing the candidates' suitability against the programme's requirements. All information regarding admission criteria, the selection process, and the required supporting documents is clearly published in the Academic Guide, ensuring transparency, equal treatment, and informed participation of applicants.

Applicants for whom English is not a first language will be expected to hold a minimum level of English as set out in the entry requirements.

Recognition of Prior Learning (RPL) is considered on a case-by-case basis and those interested should contact the Keele University, Greece - University Legal Entity Programme Director. The University's guidelines on this can be found here: <https://www.keele.ac.uk/qa/programmesandmodules/recognitionofpriorlearning/>

The recognition of prior postgraduate studies is carried out in accordance with the established policies of Keele University, following a systematic, documented, and academically reviewed evaluation process, which is based on the alignment of learning outcomes with Level 7 of the European Qualifications Framework. In this context, the content of the studies, the scope and level of learning outcomes, as well as the relevance to the program's subject areas, are examined in detail to determine the substantive equivalence of the acquired knowledge and skills. This process ensures that the knowledge, skills, and competencies already acquired fully meet the program's requirements, maintaining academic coherence, the consistency of learning outcomes, and the intended level of study, while also enhancing the transparency and reliability of recognition procedures.

13. How are students supported on the programme?

Support for student learning on the Programme is provided in the following ways, with services available to Keele University, Greece students online:

- **Academic Support Center:** Provides specialized guidance on Level 7 academic writing, research methodology, and leadership skills development, effectively supporting students in the preparation and completion of their Thesis/Extensive Company Project.
- **Academic Mentors:** Keele University Greece staff act as Academic Mentors under the Keele Academic Mentoring Policy. Staff make available regular opportunities to meet with students.
- **Counselling Centre:** Offers psychological support, stress administration, and assistance in balancing professional and academic life, with a particular focus on the needs of working students.
- **Career and Liaison Office:** Facilitates students' connection to the job market through partnerships with companies, professional networking initiatives, career events, and an active MBA alumni community, enhancing employability and professional development.
- **English Language Centre:** Supports the development of academic writing in English, providing guidance that is particularly useful for students seeking to publish papers in international, English-language scientific journals.
- **Centre for Students with Special Learning Needs:** Provides personalized exam accommodations and access to assistive technologies, ensuring equal opportunities for learning and assessment for all students.
- **Personal Academic Advisor Programme:** Offers systematic and personalized guidance through regular one-on-one meetings, supporting students in both academic matters and career planning.

Professional Services Support - The Specialized Secretariat of the Master's Programme serves as a key pillar of administrative support for the program, consistently and effectively managing all critical academic and administrative procedures. Specifically, it manages student enrolment, course registration, the recording and tracking of grades, the issuance of certificates and transcripts, as well as the handling of appeals, ensuring compliance with established procedures and timelines. At the same time, it serves as a central point of communication and coordination with Keele University, strengthening administrative cohesion and liaison with the partner institution. Its operations are supported by the integrated Cluster information system, which enables the

effective administration of the student registry, the generation of academic and administrative reports, as well as the systematic monitoring of student progress, including the preparation of the Thesis. The system ensures the accuracy, transparency, and traceability of data, operating in full compliance with the General Data Protection Regulation (GDPR) and relevant information security policies.

14. Learning Resources

Teaching on the MBA programme largely takes place in Keele University Greece featuring new state-of-the-art facilities of the U.L.E. in Athens (Ippokratous campus and Marousi sites). The learning resources available to students on the programme include:

- **The U.L.E. Library** actively supports the learning and research process of the Master's programme, providing access to a wide range of specialized academic databases in the field of Business Administration, such as Business Source Complete (EBSCO), EconLit, Scopus, and JSTOR, as well as to Keele University's digital resources library. These resources cover key subject areas of the programme, such as strategic administration, financial analysis, accounting, marketing, human resource administration, organizational behaviour, operations administration, administration information systems, and digital transformation, enabling students to draw upon contemporary and authoritative academic literature.
- **The Virtual Campus**, through the Moodle and MS Teams platforms, fully supports online and blended learning, offering features for uploading and accessing educational materials, participating in discussion forums, submitting and receiving feedback on assignments, as well as ongoing communication between instructors and students, directly related to the program's specific subjects. In addition, specialized librarians offer targeted and personalized support to students, particularly during the preparation of their thesis, guiding them in literature searches in fields such as business strategy, data analysis, entrepreneurship, and innovation, thereby helping to enhance the quality and academic rigor of their work.

15. Additional Costs

Costs have been forecast by the University as accurately as possible but may be subject to change as a result of factors outside of our control (for example, increase in costs for external services). Forecast costs are reviewed on an annual basis to ensure they remain representative. Where additional costs are in direct control of the University we will ensure increases do not exceed 5%.

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

16. 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 and its delivery through the partnership between Keele and Keele University, Greece - University Legal Entity 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 Reapproval process.
- The partnership between Keele University and Keele University, Greece - University Legal Entity, in Greece is subject to Keele's Educational Partnerships Code of Practice, which sets out how Keele works with its partners and manages the quality and standards of its provision and that of the student experience.

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 Keele, are subjected to careful analysis and a planned response at programme level and at partnership level between Keele, the Faculty of XXX, and with Keele University, Greece - University Legal Entity.

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/>

Keele also appoints bilingual internal moderators who will ensure the proper application of the Keele Marking and Moderation Policy and Generic Assessment Criteria in relation to marked and second marked student assessed work carried out by approved module tutors at Keele University, Greece - University Legal Entity.

17. The principles of programme design

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

- a. UK Quality Code for Higher Education, Quality Assurance Agency for Higher Education:
<http://www.qaa.ac.uk/quality-code>
- b. QAA Subject Benchmark Statement: Master's Degrees in Business and Management (2023)
https://www.qaa.ac.uk/docs/qaa/sbs/subject-benchmark-statement-business-and-management-masters-23.pdf?sfvrsn=3570a881_16
- c. Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

Version History

This document

Date Approved: 05 October 2026

Previous documents

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