Programme Specification: Post Graduate Taught

Academic Year 2021/22

1. Course Summary

Names of programme and award title(s)	Masters of Business Administration Masters of Business Administration Finance Masters of Business Administration Entrepreneurship
Award type	Taught Masters
Mode of study	Full-time Part-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	1 year full-time or 2 years part-time
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Online
Accreditation (if applicable)	n/a
Regulator	Office for Students (OfS)
Tuition Fees	Each module taken is individually costed. The current fees (September 2021) are: a standard 15-credit module costs £900 and the full fee for the programme is £10,800*

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.

2. Overview of the Programme

This is an online MBA (Masters of Business Administration) with 3 programmes: MBA, MBA with Finance Specialism and MBA with Entrepreneurship specialism. It aims to provide a robust grounding in distinct areas of senior management and leadership by enhancing your knowledge and understanding of key theoretical debates alongside practitioner concerns.

The Keele online MBA programmes develop senior leaders and aspiring leaders for public, private and not-for-profit organisations who are equipped with the knowledge, skills and behaviours to lead contemporary organisations in an ethical and sustainable way. Learners will develop the ability to employ strategic, critical and creative thinking to seek solutions and make sound choices within an ever changing, complex and ambiguous business environment. The programmes are structured to enable reflective learning, seeking to build on learner's experiences to date and current challenges along with peer-to-peer engagement and learning. The programmes offer a rigorous knowledge of the key disciplines of management and leadership, offering learners an in-depth understanding of how organisations operate, providing understanding of functional disciplines and how they relate to one another. The programmes provide 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. The MBA Standard route is for those who wish to gain a broad understanding of both finance and innovation along with the global context of business without taking a specialist route. The MBA in Finance provides a more in-depth study of finance for those aspiring to roles that require greater strategic financial leadership. The MBA in Entrepreneurship is for those seeking knowledge and skills in building a new, or growing an existing, organisation.

3. Aims of the programme

The broad aims of the three Keele online MBA programmes are 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 creative thinking to seek solutions and make sound choices within an ever changing and ambiguous business environment.
- The programmes are structured to enable sector and industry-informed reflective learning, seeking to build on learners' past experiences and current work challenges along with peer-to-peer engagement and learning.
- Offer a rigorous understanding of the key disciplines of industry and non-profit management and leadership, offering managers an in-depth understanding of how the organisation operates, providing understanding of functional disciplines and how they relate to one another.
- Provide a deep intellectual appreciation of the complexity of the rapidly changing organisational context in 3rd sector / not-for-profit organisations and for-profit industry, and the interconnected nature of business across international and national boundaries, incorporating a diverse range of stakeholders and maximising value for these stakeholders, sustainably, for now and the future.

In addition:

- The Keele MBA is designed for learners who wish to gain a broad-understanding of innovation, finance and the global context.
- The Keele MBA Finance specialism is designed for learners who are likely to have significant exposure to financial issues: those progressing to board level in public or private businesses, or taking responsibilities which include managing financial or accounting professionals. The Keele MBA Finance specialism modules are designed to improve understanding of technical finance and develop the ability to ask the right questions and understand the answers.
- The MBA Entrepreneurship specialism is for those interested in establishing new ventures or growing existing organisations and will equip students with the innovative skills to find creative solutions to real issues that face organisations. Entrepreneurship is a method of creative problem-solving and a logic for taking action in a variety of settings that can be applied to new ventures, small or early-stage businesses, or established organisations whether profit or not-for-profit.

4. What you will learn

The intended learning outcomes of the programmes (what students should know, understand and be able to do at the end of the programmes), 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:

- Develop knowledge to enhance their understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests applying concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.
- 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.
- Appreciate how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.
- Develop awareness of strategic marketing and the impact of environmental forces on organisations, including political, environmental, sociological, macro-economic, ethical, legal, technological and social at the local, national and international level.
- Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to business value and sustainability.
- Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.

MBA - in addition to the above, the MBA Intended Learning Outcomes (ILOs):

- Outline the value and challenges to innovation, creativity, intrepreneurial and entrepreneurial behaviour
- Appraise key financial documents to assess decision-making options
- Analyse how innovation and creativity maintains strategic fit and ensures competitive advantage and improvements in effectiveness in organisations
- Demonstrate knowledge and understanding of a number of key HR practices and their strategic importance

MBA Finance - in addition to the above, the MBA Finance ILOs:

- Demonstrate and advanced understanding of the underlying technology driving FinTech (Financial Technology)
- Demonstrate an understanding of the key green finance principles and how these are applied in the finance sector
- Prepare main non-group and consolidated financial statements in accordance with the International GAAP
- Critical understanding of the use and limitations of financial and accounting ratio analysis for investment and business decisions
- Apply modern techniques in corporate finance to evaluate real-world significance of financial management practice

MBA Entrepreneurship - in addition to the above, the MBA Entrepreneurship ILOs:

- Outline the value and challenges to innovation, creativity, intrepreneurial and entrepreneurial behaviour
- Explain the processes involved in taking a product or service to market
- Outline the value and challenges to innovation, creativity, intrepreneurial and entrepreneurial behaviour
- 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.

Subject specific skills

Successful students will be able to:

- Assess and contribute to the development of the strategic position of an organisation.
- Demonstrate effective leadership to enable open and high-performance working, the building of successful teams and development of individuals, across diverse groups.
- Recognise the need for change and the skill to initiate and manage that change process effectively
- Identify and address ethical challenges and sustainability issues: lead in an ethical and sustainable way.
- Develop effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills (including self-awareness, self-management and reflective practice).
- Work effectively collaboratively, clarifying tasks, maximising use of capabilities and resources, handling conflict with confidence and sensitivity to the value of diversity.
- Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.
- 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.
- 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.

MBA - in addition to the above, the MBA ILOs:

- Utilise financial and numerical data to support operational and strategic decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context
- Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation and risk management.
- Operate in a global context, understanding the issues of international collaboration and trade

MBA Finance - in addition to the above, the MBA Finance ILOs:

- Formulate alternative financial strategies to reduce the risk exposure of companies and enhance corporate value
- Assess alternative forms of finance and investment opportunities and their suitability to particular circumstances
- Utilise financial and numerical data at a strategic level to support organisational decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context

MBA Entrepreneurship - in addition to the above, the MBA Entrepreneurship ILOs:

- Ability to generate a business plan and critique / review its applicability
- Evaluate and present a value proposition to relevant stakeholders including end-users, corporate and governmental customers, potential collaborators and investors.
- Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation and risk management.

Key or transferable skills (including employability skills)

Successful students will be able to:

- Demonstrate capability in a range of key skills including communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values
- Collaborate in a digital environment communicating with global colleagues through working in international cohorts
- Understand change and the approaches to managing change and risk
- Value difference
- Effectively use communication and information technology
- Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques
- Deploy numerical and business research skills
- Analyse and evaluate narrative data
- Become independent, self-critical learners

Keele Graduate attributes

Engagement with this programme will enable you to develop your intellectual, personal and professional capabilities. At Keele, we call these our ten Graduate Attributes and they include independent thinking, synthesizing information, creative problem solving, communicating clearly, and appreciating the social, environmental and global implications of your studies and activities. Our educational programme and learning environment is designed to help you to become a well-rounded graduate who is capable of making a positive and valued contribution in a complex and rapidly changing world, whichever spheres of life you engage in after your studies are completed.

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

5. How is the programme taught?

This programme is delivered online through the Canvas VLE. Students study 10 x 15 credit modules and a 30 credit dissertation module. Other than the dissertation, part-time students study 1 x 15-credit module at a time, whilst full-time students study 2 x 15-credit modules at a time.

Each 15-credit module is broken into 7 study weeks, with a further week for completion of final assessment. On a weekly basis there will be activities and support to ensure satisfactory progress is being made. Each week is treated as a distinct learning chunk, with separate content presentation and deadlines for the completion of learning activities. This means the learning is asynchronous but with sets of weekly deadlines that keep the students on the same study pathway. The structured integration of knowledge presentation content and practice activities is provided in order for the students to have the opportunity to investigate and apply the learning content as well as demonstrate their level of progress through the use of the Canvas VLE tools, such as discussion boards and quizzes. Chunks of content, with associated activities, are used in order to make the modules accessible and digestible, and to enable the students to demonstrate their progress and acquisition of knowledge and skills. Similarly, this provides opportunities for the module leader and online module tutors to provide feedback, support and intervention where required.

Knowledge and understanding are developed through the use of a variety of content presentation methods, such as online videos, narrated presentation (micro-lectures), text content written by the module leader, hyperlinked web content, digital reading resources, and the students' own research and collaboration.

Skills development is facilitated through the use of a variety of learning activities, presented through, and usually recorded in, the Canvas VLE. Online forums will be used for discursive and collaborative tasks and students will be asked to work together in whole-class or small group activities. Students will carry out research, reflect on their own professional practice, collaborate on the development of reports and presentations, and carry out practice activities appropriate to the discipline. The use of the online tools for the students to discuss or record their results allows for the module leader and online tutors to see the progress the students are making and to provide constructive feedback.

For the MBA programme, the student's own application of the learning and theories presented in the modules is crucial for their

successful completion of the programme, and the collaborative tasks planned into the weekly structure provide plenty of opportunity for students to do so and compare their own professional context and experience to that of their classmates.

For the dissertation, students will be guided through the identification of a research topic, the development of a research proposal and the creation of an ethics form utilising a workbook and reader. Once their research proposal is drafted they will be assigned a member of staff to supervise their dissertation.

The programme is taught over a 48-week 'academic year' period. Activities are planned so that they constructively align with the module and weekly learning outcomes, as well as the formative and summative assessment tasks, to ensure their efficacy in enabling the students to achieve the outcomes. This alignment and focus on active learning tasks will be initiated through the use of the ABC Learning Design process.

6. Teaching Staff

Module Leaders are all experienced academics who have worked as leaders/managers in a variety of sectors and/or have relevant research profiles. The module leader is supported by online module tutors who facilitate student activity; provide academic support to students; grade and provide feedback to assessed students work (moderated by the Module Leader). Student Success Coordinators (SSC) provide regular focus on key areas of the non-academic aspects of the student learning journey ensuring the progression and wellbeing of the student and providing 'signposting' to relevant support functions.

The Student Success Coordinator will be the first point of contact for the majority of student queries and will provide proactive contact to support the student in pastoral and the majority of administrative matters. The SSC is not in a position to answer academic questions or give academic guidance.

The online module tutor is the student's key point of contact on all academic matters. The online tutor will be able to guide the students and answer questions on conceptual, discipline specific matters and moreover will have or will be developing skills in effective online learning facilitation. Online tutors will normally work for 8 hours per week supporting a cohort of no more than 25 students. As the programme intakes grow there will be multiple online tutors per module.

Generally, the online module tutor works under the oversight of the module leader (though the module leader may also act as an online tutor). The online tutor will interact with the students weekly, by facilitating discussion boards, monitoring participation in other activities, responding to queries and providing feedback on formative and summative submissions. It is expected that discussions will be weekly, and that the role of the online tutor is to facilitate discussion and summarise at the end of the week, but not to provide feedback to every individual student.

Where there are submissions, usually two or three times during a module, the tutor will provide individualised feedback and grades (on summative), and this grading will be moderated by the module leader. Questions to the tutor may come directly through email or the Canvas mailing system, or indirectly through activity discussions or the module Q&A Forum, which is set up on every module and is a site for students to ask any question relating to the module and its assessment. It is often the case that other students will also respond in the Q&A and then the tutor's role is to sort out any misunderstandings or miscommunication. While the SSC along with course administrators will manage the extension and extenuating circumstances requests, the online tutor will inform the student of the results.

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 programmes?

The programmes each comprise 7 compulsory modules of 15 credits each that are common across all 3 programmes. A further 3 compulsory modules of 15 credits each will be from the 'specialist' area (Standard, Finance, Entrepreneurship). The final Project/dissertation is based on the specialist area and is 30 credits (with a separate module covering research methods). Total online MBA is 180 credits.

The programme consists of the following modules:

MAN-40146 Leading in a Complex World

Leading and managing in today's business environment is complex. This module addresses the needs of executives in today's dynamic environment and so focuses on strategic leadership in the context of complexity and change. This module reviews the origins and history of leadership thinking in order to provide a foundation to understanding contemporary leadership theory. They pivotal role of the senior leader in the process of understanding and shaping of organisational culture is supported by key leadership tools and skills including: the identification of different types of leadership problems and approaches to solving them; understanding and making sense of change; and the leaders role in power, politics, ethics and diversity

MAN-40136 Digital Transformation and the Digital Organisation

The Digital Revolution has seen information systems move from supporting business, to 'being' the business. This move has seen development not only in technology, but business models, methods of working and culture. It is now essential that all managers are equipped to effectively exploit these developments to help gain competitive advantage and shape the organisation in a digital society. This module will cover a range of different topics relating to the digitalisation of organisations, including: digital and data management strategies; use of data collection & analysis to support effective decision-making; and disruptive technologies and business models.

MAN-40144 Organisational Strategy in a Dynamic World

Strategy is commonly considered to be at the very pinnacle of management topics because well-founded strategies give purpose, focus and structure to all other business activity. Yet in today's rapidly evolving world of opportunities, strategic management needs to evolve from a rigid planning process into a more flexible process. This module will examine and explore several theoretical perspectives and theories - as paradoxes and/or conflicting viewpoints - and examine the strategic thinking and decision-making processes that take place for an organisation to develop suitable strategies to compete in what can be dynamic

and hyper-competitive environments.

MAN-40138 Creating sustainable value through operations

Operations form the base of every organisation, whether manufacturing, service organisations or not-for-profit organisations. This module explores how organisations can build operations and supply chains in a sustainable way that help to deliver the triple bottom line of people, planet and profit.

MAN-40142 People, Work and Organisations

This module looks more closely at the role of management in organisations. The module explores how organisations are structured and function, with a focus on how people work together in the organisational context. The module covers a range of topics that impact on the role of the manager such as business ethics; the identification, mitigation and management of organisational risk; organisational sustainability and creating entities that attend to decisions, products and services with a sustainable mindset and awareness of environmental impact; the way that organisations interact and impact on society and the communities around them through Corporate Social Responsibility (CSR); the need for organisational continuity and robustness in an increasingly global context of increased risk, competition, crisis and disaster; and the legislative issues that organisations.

MAN-40140 Strategic Marketing in a Global Context

Strategic marketing is central to enabling an organisation to respond to a dynamic global marketplace. It is the activity which determines and prioritises all other marketing tasks and as such is arguably the core marketing activity. This module will provide an overview of strategic marketing, the decisions, processes and frameworks involved and consider the implementation of these tools and activities in various organisational contexts, with due consideration of challenges of operating at a global level. In working through these topics the module will consider ways in which organisations might best respond as they seek to develop a strong and sustainable position through careful identification of target markets and creation of competitive advantage.

MAN-40196 Research Methods

The research methods module will develop your analytical and research skills to develop competencies for future work based research and consultancy work. The module provides the essential guidance in conducting the research and problem solving activities that you will undertake as part of your summative dissertation/work based project/work placement or entrepreneurship project. The module includes how to scope a research or problem solving project, exploring underlying assumptions, designing an appropriate methodological approach and examining the ethical concerns of any research or problem solving project. The module will enable you to examine and apply appropriate paradigms for your sector and context, develop knowledge of the various research styles available to researchers, and explore epistemological rationales and ethical implications. In so doing you will develop an understanding of the potential strengths and weaknesses of each research style so as to enable the critical selection and use of the most appropriate research style, in the light of your chosen dissertation/work based project/work placement or entrepreneurship project.

For those studying MBA:

MAN-40132 Creativity, Innovation and Quality

The purpose of this module is to stimulate creative thinking and reflective analytical skills among participants to enable innovative new ways of working within the organisation and beyond, to customers, clients, and partners. In so doing core theories and contemporary practice in Operations, Innovation, Process Design and Quality Improvement are presented to provide joined up thinking on value creation, optimisation and maintenance in the delivery of services and products. The module enables you to think about customer/client/service user requirements and identify process and efficiency-based improvements whilst not compromising quality and perceived customer value. It develops approaches to creative problem solving implicit in product, service and process improvement.

ACC-40012 Financial Decision Making

This module provides you with an insight into how the modern-day business leader can use financial and non-financial information to support decision-making. Geared towards non-accounting practitioners, the module presents financial management in its strategic and statutory context, enabling a wider appreciation of financial tools and techniques that can be utilised in your organisation.

HRM-40053 Human Resource Management

This module is appropriate for practitioners who wish to understand and be able to influence decisions regarding the management of human resources in organisations. It considers the different practices of HRM and their contribution to organisational strategic aims. You will have the opportunity to identify, review and assess HRM issues at a strategic level within your own professional context. The module also provides critical awareness of the latest challenges facing HR professionals and how these impact on the organisation.

MAN-40152 Dissertation

The MBA Dissertation is a significant, self-directed piece of work that enables learners to consolidate and deepen their MBA learning while pursuing avenues of personal or professional relevance. The Dissertation is unique to the subject, company or organisation that the learner chooses to study, with topic and content being agreed between the learner and their personal subject specialist supervisor.

For those studying MBA Finance:

ACC-40010 Financial Statement Analysis and Reporting

This module provides learners with knowledge and critical understanding of the requirements of the international GAAP (Generally Accepted Accounting Principles) allowing them to prepare non-group and basic group financial statements. The module explores how such financial statements may be analysed and interpreted for the management and running of companies and introduces students to measurement models and the conceptual framework adopted by the IASB (International Accounting Standards Board).

FIN-40031 Corporate Financial Strategy

This module provides learners with knowledge to understand the nature of the modern corporate firm. It delves into the theories

that have been developed to explain the characteristics of such firms. Finally, it provides students with the tools to analyse these firms and based on this analyse develop appropriate strategies on how to manage and value these firms.

FIN-40033 Innovations in Modern Finance

This module provides students with the two most important areas of modern finance that will have societal impacts. The first part of the module focuses on the financial innovations that are required to tackle global warming and climate change. The second focuses on the impact of technological innovation on modern banking and trading activities.

FIN-40035 Dissertation Finance

The MBA Finance Dissertation is a significant, self-directed piece of work that enables learners to consolidate and deepen their MBA learning while pursuing avenues of personal or professional relevance. The Dissertation is unique to the subject, company or organisation that the learner chooses to study, with topic and content being agreed between the learner and their personal subject specialist supervisor.

For those studying MBA Entrepreneurship:

MAN-40132 Creativity, Innovation and Quality

The purpose of this module is to stimulate creative thinking and reflective analytical skills among participants to enable innovative new ways of working within the organisation and beyond, to customers, clients, and partners. In so doing core theories and contemporary practice in Operations, Innovation, Process Design and Quality Improvement are presented to provide joined up thinking on value creation, optimisation and maintenance in the delivery of services and products. The module enables you to think about customer/client/service user requirements and identify process and efficiency-based improvements whilst not compromising quality and perceived customer value. It develops approaches to creative problem solving implicit in product, service and process improvement.

MAN-40148 Developing an Investable Business Plan

This module is designed to provide participants with a critical understanding of the different steps that a new venture takes from developing an initial business idea to creating a business plan and as a link to securing funding (MAN-40015 Sources of Finance and Funding). The module will enable participants to understand theories of enterprise and entrepreneurship and enable them to relate such theories to practice through a project to develop market research using Canvas and Lean Start-up methodologies for actual emerging business before applying the research further on individual basis to develop business plan. This will also enable participants to develop critical understanding of the pathways on the Dissertation Entrepreneurship (MAN 40154).

MAN-40015 Sources of Finance and Funding

This course targets participants who are interested in gaining a broader view of the financing landscape for entrepreneurial firms. It aims to prepare participants who plan to get involved with entrepreneurial firms in their careers - as founders, managers, advisors or investors. This will include entrepreneurial firms, financial bootstrapping, business angels, venture capital and some recent trends in entrepreneurial finance, such as crowd funding in its different forms (e.g., donation, rewards, lending, and equity).

MAN-40154 Dissertation Entrepreneurship

The Dissertation Entrepreneurship is an opportunity for participants to assimilate what they have learned during the MBA Entrepreneurship and apply it to a business opportunity (Extended Business plan) or an enterprise phenomena (Enterprise Research) that is of interest to them. The resulting output is intended to be a comprehensive document.

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

A table of learning outcomes mapped against modules can be found at the following link (opens in a new window)

Subject Knowledge and Understanding	
Learning Outcome	**Module in which this is delivered**
See table via the link above	See above

8. Final and intermediate awards

Award Title	Credit Requirements
Master of Business Administration	180 credits at Level 7, including the Dissertation
Master of Business Administration (Finance)	180 credits at Level 7, to include the following modules: ACC-40010 Financial Statement Analysis and Reporting; FIN-40031 Corporate Financial Strategy; FIN-40033 Innovations in Modern Finance; FIN-40035 Dissertation Finance
Master of Business Administration (Entrepreneurship)	180 credits at Level 7, to include the following modules: MAN-40132 Creativity, Innovation and Quality; MAN-40148 Developing an Investable Business Plan; MAN-40015 Sources of Finance and Funding; MAN-40154 Dissertation Entrepreneurship
Postgraduate Diploma in Business Administration	120 taught credits at Level 7
Postgraduate Diploma in Business Administration (Finance)	120 credits at Level 7, to include the following modules: ACC-40010 Financial Statement Analysis and Reporting; FIN-40031 Corporate Financial Strategy; FIN-40033 Innovations in Modern Finance
Postgraduate Diploma in Business Administration (Entrepreneurship)	120 credits at Level 7, to include the following modules: MAN-40132 Creativity, Innovation and Quality; MAN-40148 Developing an Investable Business Plan; MAN-40015 Sources of Finance and Funding
Postgraduate Certificate in Business Administration	
Postgraduate Certificate in Business Administration Finance	60 taught credits at Level 7
Postgraduate Certificate in Business Administration Entrepreneurship	

9. How is the Programme Assessed?

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

All assessment will be online: there is no need to attend Keele's campus for assessments.

The goal is to make best use of assessment practices that similarly meet the needs of students in this context.

To enable the development of varied assessment types that will typically include multiple points of submission the assessment methods for all modules is recorded as 100% coursework, however, there will be different modes and points of assessment.

For each module, there will be two points of summative assessment, one mid-module and one after the completion of the module (at the end of week 8). It is also an expectation that there will be at least one formative assessment submission made prior to the first summative.

Assessment methods will be varied to include formats such as online quizzes, reports and essays, case studies, projects, portfolios of work, reflective statements and reflective portfolios, strategic plans, presentations (both written and recorded) and journals. There will be a mixture of individual and group-work activities.

Formative assessment tasks will be provided early in the modules to further allow students to demonstrate their progression and gain feedback on their work.

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?

You should normally have, or be about to complete, a 2:2 undergraduate degree (or international equivalent). Alternatively, we would accept a Masters degree (or equivalent).

Applicants with an Undergraduate degree or equivalent normally must also have a minimum of three years of relevant work

experience.

Applicants with a Masters degree or equivalent normally must also have a minimum of two years of relevant work experience.

We may also consider applicants who do not hold an Undergraduate degree or equivalent but who can demonstrate 5 years of experience in a managerial or leadership capacity.

English language requirements

If English isn't your first language you may need to provide evidence of your English language ability.

We accept the following qualifications:

- IELTS at 6.0 overall with no individual component below 5.5
- TOEFL overall minimum 79
- PTE Academic overall minimum 50
- Cambridge (CAE & CPE) overall 169 with minimum scores of 162 in Listening, Reading, Writing and Speaking
- Duolingo minimum 95 overall
- A degree qualification taught in English and completed within the last two years.

13. How are students supported on the programme?

Students with a diagnosed disability you may be entitled to a range of 'reasonable adjustments' for more details please see: https://www.keele.ac.uk/students/lifeoutsideofstudy/disabilityanddyslexiasupport/supportforcurrentstudents/reasonableadjustments/

Students will have access to Keele universities IT Services via https://www.keele.ac.uk/it/ to support with systems used at the university. An induction module is in development to support students with online learning resources this will dovetail with a wider university project on induction.

Module online tutors will provide academic guidance and support and are available during the 8 weeks module teaching period.

Student Success Co-ordinators (SSC) are an integral part of the student support. Online learners work in a very different environment from the traditional classroom. This offers many benefits, such as more flexibility, more independence, more opportunity for students to work at their own pace. Students may also be concerned about getting the support needed, maintaining self-motivation or feeling isolated. Such concerns are addressed by providing online learners with a named Student Success Co-ordinator (SSC). The role of the SSC is to provide proactive encouragement and support throughout the online journey, ensuring the right level of support are given recognising if any extra encouragement or guidance is needed to succeed.

The SSC will be in regular contact with students by phone and email and will get in touch to welcome the student once you fully enrolled on your programme. In this initial welcome call, the SSC will:

- Introduce themselves and offer congratulations on starting the student journey
- explain the role of the Student Success Coordinator
- emphasise the importance of undertaking the Orientation module
- direct students to the Student Handbook and Programme Handbook
- check students can access Canvas
- advise on how to access other University support and resources
- the importance of attending throughout the module
- revisit any concerns expressed during the application process and reconfirm any planned absences/events
- discuss processes around submission deadlines, withdrawal/refund process, study breaks (formal/informal), and how these impact the overall course trajectory and student financing
- advise on future registration expectations and deadlines
- set a precedent for future communications

The SSC should always be the first point of contact for any queries or concerns. The SSC will not provide any academic advice or guidance but will direct students to the appropriate member of the academic team if an academic issue is identified. Should assistance be required from another department in the University, the SSC will then advise on contacting the relevant student services dept.

14. Learning Resources

Students will have access to a range of online resources through the Keele library.

15. 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.

16. Quality management and enhancement

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

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

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

- The results of student evaluations of all modules are reported to module leaders and reviewed by the Programme Committee as part of annual programme review which takes place every August/September.
- 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/

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 (2015)
https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16
c. Keele University Regulations and Guidance for Students and Staff: http://www.keele.ac.uk/regulations

18. Annex - Programme-specific regulations

Programme Regulations:

Masters of Business Administration
Masters of Business Administration Finance
Masters of Business Administration Entrepreneurship

Final Award and Award Titles	Masters of Business Administration Masters of Business Administration Finance Masters of Business Administration Entrepreneurship
Intermediate Award(s)	Postgraduate Diploma in Business Administration Postgraduate Diploma in Business Administration Finance Postgraduate Diploma in Business Administration Entrepreneurship Postgraduate Certificate in Business Administration Postgraduate Certificate in Business Administration Finance Postgraduate Certificate in Business Administration Entrepreneurship
Last modified	July 2021
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: This programme varies from Regulation C7.11

Progression Rules for this programme:

There is a single formal progression point in the programme. You are permitted to proceed through the taught elements of the programme. To embark on the dissertation stage, you must have passed all taught modules. Where you have outstanding assessment attempts, you may embark on the dissertation with a maximum of three taught module marks (up to 45 credits) outstanding. Award decisions will be based on the successful completion of all required modules and achievement of the credit requirements for the programme.

Variation 2: from Regulation C.7.5.4

The programme includes a dissertation stage consisting of a 30-credit dissertation module and 15-credit Research Methods module.

Variation 3: from Regulation 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: You are entitled to take a maximum of three 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.

[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: 27 July 2021

What's Changed

Variation 3 relating to study breaks added to the Annex: Programme Specific Regulations

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
2	2020/21	WILLIAM FOSTER		Returned by QA for updates to programme-specific regulations
1	2020/21	WILLIAM FOSTER	23 February 2021	