

Programme Specification: Undergraduate

For students starting in Academic Year 2017/2018

1. Course Summary

Names of programme(s) and award title(s)	BA (Hons) Management BA (Hons) Management with Placement Year BA (Hons) Management with International Year (see Annex A for details)
Award type	Single Honours
Mode of study	Full time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 6
Duration	3 years 4 years with either the Placement Year or International Year between years 2 and 3
Location of study	Keele University – main campus
Accreditation (if applicable)	Not applicable
Regulator	Office for Students (OfS)
Tuition Fees	<p>UK/EU students: Fee for 2017/18 is £9,250*</p> <p>International students: Fee for 2017/18 is £13,000**</p> <p>The fee for the placement year is calculated at 20% of the standard year fee</p> <p>The fee for the international year abroad is calculated at 15% of the standard year fee</p>
Additional Costs	Refer to section 18

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.

* These fees are regulated by Government. We reserve the right to increase fees in subsequent years of study in response to changes in government policy and/or changes to the law. If permitted by such change in policy or law, we may increase your fees by an inflationary amount or such other measure as required by government policy or the law. Please refer to the accompanying Student Terms & Conditions. Further information on fees can be found at <http://www.keele.ac.uk/studentfunding/tuitionfees/>

** We reserve the right to increase fees in subsequent years of study by an inflationary amount. Please refer to the accompanying Student Terms & Conditions for full details. Further information on fees can be found at <http://www.keele.ac.uk/studentfunding/tuitionfees/>

2. What is a Single Honours programme?

The Single Honours programme described in this document allows you to focus more or less exclusively on Management. In keeping with Keele's commitment to breadth in the curriculum, the programme also gives you the opportunity to take some modules outside Management, in other disciplines and in modern foreign languages as part of a 360-credit Honours degree. Thus it enables you to gain, and be able to demonstrate, a distinctive range of graduate attributes.

Management at Keele is offered as a three-year single honours degree. The programme is also offered as a four-year, with placement year, degree programme. Both pathways will lead to a qualification of BA Management. Students taking the four-year programme gain a BA in Management 'with placement year'.

3. Overview of the Programme

Management is an established subject in the Social Sciences providing both coherent overviews and intellectual challenges to the analysis of business and management. The subject engages with many other principal subjects at Keele, including economics, finance, human geography, law, politics and psychology. A feature of the programme and its pathways is the encouragement to students to think critically about what they learn, challenge received wisdom, and to think for themselves about the validity of the theories to which they are exposed and to seek evidence to support or refute them. Taking a Single Honours Course in Management does not mean a narrow disciplinary focus. While the Single Honours award focuses entirely on Management and its related disciplines, the programme remains multi-disciplinary. Management at Keele takes a critical and historical perspective on what goes on in organisations from the standpoint of both managers and employees, alongside a thorough exploration of fundamental business skills and knowledge.

The Single Honours Management programme is delivered by Keele Management School and draws upon the expertise of staff from across the School. The programme encompasses the study of organisations and their operations and strategies, and employees and their interrelationship with organisations. Students are accordingly exposed to concepts and debates in organisational behaviour, accounting, marketing, and human resource management and embrace the full range of managerial decision-making behaviour across the private and public sectors. The programme is academically rigorous, and delivered in a supportive and challenging learning environment that provides sound foundations that enable students to acquire a range of skills that are highly relevant for either subsequent business-related careers or further study. By enabling individuals to work with both real-life business problems as well as those of an academic nature, the Management degree programme provides a variety of experiences and challenges to help individuals develop the knowledge, skills, self-confidence and self-awareness to pursue their future goals.

The four-year Placement option provides students with the opportunity to undertake a year-long professionally focused placement (minimum 30 weeks full-time (1,050 hours) or equivalent) between the 2nd and 3rd year of their degree programme in a sector relevant to their degree. Students will gain substantial experience of a professional working environment relevant to their future career aspirations allowing for familiarisation of professional practice, enhanced skill development, and reflection upon programme content.

4. Aims of the Programme

The broad aims of the programme are to enable you to:

- Become familiar with the main structures and functions of organisations and the markets in which they operate and evaluate how they respond to external developments
- Reflect critically on management practice
- Develop an understanding of the ways in which organisations operate, the role of the changing external and internal environment and the role of management in organisational activity
- Develop the capability to undertake and report on your own research using relevant concepts and methods in management in a well-balanced and concise manner, exercising appropriate levels of scholarship
- Acquire knowledge and skills that enable you to develop independence and self-confidence in your work and the ability to cooperate with colleagues

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5. What you will learn

The intended learning outcomes of the programme (what students should know, understand and be able to do at the end of the programme), can be described under the following headings:

- Subject knowledge and understanding
- Subject specific skills
- Key or transferable skills (including employability skills)

Subject knowledge and understanding

Successful students will be able to demonstrate knowledge and understanding of:

- organisations, the external environment in which they operate and how they are managed
- markets and the agents that operate in them, including the organisations and the people they employ, their operations, business policy and strategies
- of issues affecting the business environment such as globalisation, innovation, corporate social responsibility and diversity

Subject specific skills

Successful students will be able to:

- Utilise a variety of theories to analyse developments in the management of organisations
- Utilise a variety of methods of communicating ideas in management including graphical, poster-based, and essay exposition
- Apply logical reasoning based on knowledge of management to a variety of theoretical and applied topics
- Organise, present and analyse data using an appropriate methodology to draw inference
- Frame a research problem, deciding upon the factors that may be considered fixed for the purpose of the problem at hand

Key or transferable skills (including employability skills)

Successful students will be able to:

- Communicate using a variety of medium to a range of audiences
- Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects
- Work effectively with information technology, literature searches, library resources
- Demonstrate effective skills in problem-solving
- Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills

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/>

6. How is the Programme taught?

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

- **Traditional lectures** where the lecturer provides students with a framework for reading and independent study
- **Tutorials and seminars** in groups of up to 20 students where key issues can be explored and discussed in more depth. Students are expected to play a full part, and often, to lead these discussions. Some tutorials and seminars consist largely of student presentations and many are based on the application of ideas to case studies drawn from the media and research
- **Independent study** based on directed reading from text books, research monographs, and academic journals
- **Web-based learning** using the University's virtual learning environment (KLE). The KLE is used to give students easy access to a wide-range of resources and research tools, and as a platform for online discussions, quizzes and blogs
- **Independent research** supervised and supported by a member of staff
- **Work placement**

In addition, students who complete the placement programme will conduct a skills audit in relation to their 'fit' to sector skill demands, whilst critically evaluating their learning from the placement context.

Apart from these formal activities, students are also provided with regular opportunities to talk through particular areas of difficulty, and any special learning needs they may have, with their Personal Tutors or module lecturers on a one-to-one basis.

These learning and teaching methods enable students to achieve the learning outcomes of the programme in a variety of ways. For example:

- Lectures and independent study allow students to gain a systematic understanding of business management and how its methods of analysis may be used to investigate a variety of contemporary social problems
- Seminars, tutorials and online discussions provide opportunities for students to ask questions about, and suggest answers to issues and problems in a responsible way, and to present their own ideas to members of staff and other students using an appropriate medium of communication
- Contact with tutors and web-based activities encourage students to reflect on their own learning and take responsibility for its development by addressing areas of difficulty, perhaps by discussing them with their fellow students or by getting additional help from a member of staff
- Undertaking a research dissertation with the support of an experienced and active researcher allows students to formulate relevant research questions and devise a feasible and methodologically sound strategy for answering them

7. Teaching Staff

The Management Single Honours degree is taught by Keele Management School. Currently our core teaching staff comprises of a number of professors, senior lecturers, senior teaching fellows, teaching fellows and lecturers. The Single Honours Programme also benefits from expertise across the Management School, for Example in HRM, Marketing, Accounting and Finance. The School maintains a strong commitment to excellence and innovation in teaching and research. All current permanent staff have PhDs or other higher degrees in their subject area.

All current part-time lecturers have higher degrees or professional qualifications. The vast majority of staff actively-engaged in research which is published in leading international journals and all staff members engage with continuing professional development as academic teachers. All established staff have substantial teaching experience and/or formal teaching qualifications. All probationary appointments receive an intensive training programme on Teaching in Higher Education.

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.

8. What is the Structure of the Programme?

The academic year runs from September to June and is divided into two semesters. The number of weeks of teaching will vary from course to course, but you can generally expect to attend scheduled teaching sessions between the end of September and mid-December, and from mid-January to the end of April.

Our degree courses are organised into modules. Each module is usually a self-contained unit of study and each is usually assessed separately with the award of credits on the basis of 1 credit = 10 hours of student effort. An outline of the structure of the programme is provided in the tables below.

There are four types of module delivered as part of this programme. They are:

- Compulsory core module – a module that you are required to study on this course;
- Optional core module – these allow you some limited choice of what to study from a list of modules;
- Programme approved elective module – subject-related modules that count towards the number of subject credits required by your degree;
- Free-standing elective module – a free choice of modules that count towards the overall credit requirement but not the number of subject-related credits.

The Programme is designed to deliver a progressive structure and the number of compulsory modules varies by level. Following a common core of six modules in Year one, students make a choice of one of five subject pathways (Human Resource Management, Business Management, International Business, Marketing, and Accounting) with the number of core modules undertaken in Years two and three dependent upon the pathway chosen.

The programme offers a range of elective modules that support the core and allow students to develop their own interests in the subject pathway they have chosen to follow. These electives also include, for the International Business pathway, modules in a modern foreign language. Students may choose to study modules which are offered as part of other programmes in the Management School, the Faculty of Humanities and Social Sciences or from across the University. These include:

- Modules in related subjects in which they may have a particular interest such as Economics, Finance, History, International Relations, and Law.
- Modules designed to help students for whom English is not their first language to improve their use of English for academic purposes.
- Modern foreign languages modules at different levels in French, German, Japanese, Russian, and Spanish.
- Freestanding modules in subjects of general interest.
- Freestanding modules related to student volunteering or studying abroad as part of the University's exchange programme employability skills and personal development.

For further information on the content of modules currently offered please visit:

www.keele.ac.uk/recordsandexams/az

For students undertaking the four-year programme, the placement is delivered between the second and third years of the programme and this encourages reflection on programme content from the first two years and represents a chance to put programme material into practice.

Programme Structure

Management Single Honours Years 1 and 2					
Pathway	Business Management	International Business	HRM	Marketing	Accounting
Level 4 Semester 1	Management in Context Accounting Principles Global Business Environments				
	Business Law Quantitative Methods 1 Markets and Hierarchies British & Global Economy Modules designed to help students for whom English is not their first language.				
Level 4 Semester 2	Foundations of HRM; Marketing Principles; Introduction to International Business			Financial Accounting; Quantitative Methods 2*	
	Quantitative Methods 2*; Financial Accounting**			Foundations of HRM; Marketing Principles; Introduction to International Business	

Pathway	Business Management	International Business	HRM	Marketing	Accounting
Level 5 Semester 1	Organisational Behaviour; Social Theory at Work	Organisational Behaviour; Managing in the MNC	Employee Resourcing; Developing Professional Knowledge & Practice in HRM (SEM1-2)	Organisational Behaviour Understanding the Consumer;	Cost and Management Accounting; Taxation
	Critical Perspectives on Management Research; Understanding the Consumer	Social Theory at Work		Services Marketing	Organisational Behaviour; Introduction to Econometrics
Level 5 Semester 2	Operations and Quality Management; Corporate Governance and Social Responsibility	International Supply Chain Management; Operations and Quality Management	Managing Human Resources; Employment Relations	Digital Marketing and Communications; Marketing Research	Intermediate Financial Accounting; Corporate Governance & Social Responsibility
		Corporate Governance and Social Responsibility		Marketing in Society	
Level 6	Placement Year or International Year				

	Business Management	International Business	HRM	Marketing	Accounting
Level 6 Semester 1	Business Strategy; Comparative Business Cultures OR Leading, Change and Entrepreneurship;	Business Strategy; Comparative Business Cultures	Pay & Performance Management; Employee Development	Strategic Marketing Research; Contemporary Retail Environments;	Advanced Financial Reporting; Management Accounting
	Leading, Change and Entrepreneurship; Comparative Business Cultures;	Leading, Change and Entrepreneurship;	Business Strategy; Leading, Change and Entrepreneurship;	Business Strategy; Leading, Change and Entrepreneurship; Digital Marketing in Practice	Business Strategy
Level 6 Semester 2	Contemporary Issues in Management; New Business Plan (ISP)	Contemporary Issues in Management; Managing International Projects; OR New Business Plan (ISP);	Researching Contemporary Issues in HRM; Contemporary Issues in Management; OR Marketing and Globalisation	Marketing and Globalisation; Marketing Insights (ISP)	Audit Framework; New Business Plan (ISP) OR Analysing Company Performance (ISP)
	Marketing and Globalisation Managing International Projects	Marketing and Globalisation International Finance	Contemporary Issues in Management; Marketing and Globalisation; Employment Law	Contemporary Issues in Management; Brands and Branding;	Advanced Management Accounting; Applied Financial Analysis

Learning Outcomes

Year 1 (Level 4)

First year modules are designed to provide a solid foundation in business management as well as introduce students to the breadth of the subject through the opportunity to study a topic in related areas of business.

All pathways except Accounting

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Explain how different aspects of management have developed historically	Management in Context	Essay; presentation
Relate historical aspects of management to the contemporary workplace	Management in Context; Foundations of HRM	Essay; presentation Essay; seen examination
Relate the history of management and labour management to current practice	Management in Context; Foundations of HRM	Essay; presentation Essay; seen examination
Identify the key tasks involved in management and HRM	Management in Context; Foundations of HRM	Essay; presentation Essay; seen examination
Define what is meant by the employment relationship and explain the nature of the employment contract	Foundations of HRM	Essay
Assess the distribution of power between employer and employees	Management in Context; Foundations of HRM	Essay Essay
Understand and explain the concerns of contemporary international businesses	Global Business Environment; Introduction to International Business	Presentation; bibliography; essay Presentation; essay; examination
Explain the consequences that the changes in global business environments have on business strategies and operations	Global Business Environment	Presentation; bibliography; essay
Describe key drivers and inhibitors of globalisation	Global Business Environment	Presentation; bibliography; essay
Appreciate the peculiarities and distinctiveness of running of companies on an international basis	Introduction to International Business	Presentation; essay; examination
Consider the relevance of international competition in business strategy and key business functions	Introduction to International Business	Presentation; essay; examination
Describe and explain key theories that underpin marketing	Marketing Principles	Examination; essay
Explain fundamental concepts	Accounting Principles	Class test; unseen

and apply the basic principles of accounting		examination
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Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Employ relevant conceptual tools to analyse and explain the complexity of political, legal, economic, financial, social, cultural and technological business environments	Global Business Environment	Presentation; bibliography; essay
Engage convincingly in contemporary debates in the areas of globalisation, societal impacts, cultural adaptation, technology development, and transfer and sustainability	Introduction to International Business	Essay; examination
Interpret theories underpinning international trade, investment and management strategies and practices	Introduction to International Business	Essay; examination, presentation
Analyse marketing situations using appropriate marketing tools and concepts	Marketing Principles	Essay; examination
Apply marketing ideas to a variety of organisations and marketing settings	Marketing Principles	Essay; examination
Relate specific applications of accounting information to a business context	Accounting Principles	Class test; examination
Apply numerical and literacy skills to accounting topics	Accounting Principles	Class test; examination

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Use appropriate bibliographic search tools to find relevant materials in hard copy and electronic formats	Management in Context;	Annotated bibliography; essay; presentation
	Foundations of HRM;	Essay
	Marketing Principles;	Essay
	Global Business Environments	Presentation; bibliography; essay

	Introduction to International Business	Essay; presentation
Present written work in a scholarly style using an appropriate system of citation and referencing	Management in Context; Foundations of HRM; Marketing Principles; Global Business Environments Introduction to International Business	Annotated bibliography; essay; presentation Essay Essay Presentation; bibliography; essay Essay; presentation
Begin to develop a critical perspective to their basic understanding of the topics, as a basis for their further studies	Management in Context; Foundations of HRM; Marketing Principles; Global Business Environments Introduction to International Business	Annotated bibliography; essay; presentation Essay; seen examination Essay; examination Presentation; bibliography; essay Essay; presentation; examination
Reflect on and plan their own learning by acting appropriately on feedback	Management in Context; Foundations of HRM; Marketing Principles; Global Business Environments Introduction to International Business Accounting Principles	Annotated bibliography; essay; presentation Essay Essay Presentation; bibliography; essay Essay; presentation Class test
Evaluate and make use of theories in analysing and resolving problems	Management in Context; Foundations of HRM; Marketing Principles; Global Business Environments Introduction to International Business Accounting Principles	Annotated bibliography; essay; presentation Essay; seen examination Essay; examination Presentation; bibliography; essay Essay; presentation; examination Class test; examination
Communicate complex arguments effectively supported by appropriate evidence both orally and in writing	Management in Context; Foundations of HRM; Marketing Principles; Global Business Environments Introduction to International Business Accounting Principles	Annotated bibliography; essay; presentation Essay; seen examination Essay; examination Presentation; bibliography; essay Essay; presentation; examination Class test; examination
Demonstrate effective skills in	Accounting Principles;	Class test; examination

problem solving		
Develop and sustain effective approaches to learning and study, including time management, creativity and intellectual integrity	Management in Context; Foundations of HRM; Marketing Principles; Global Business Environments Introduction to International Business Accounting Principles	Annotated bibliography; essay; presentation Essay; seen examination Essay; examination Presentation; bibliography; essay Essay; presentation; examination Class test; examination
Work effectively as a member of a study group	Management in Context; Global Business Environments; Introduction to International Business	Presentation; Presentation; Presentation

Accounting Pathway

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to demonstrate knowledge & understanding of:</i>		
Explain fundamental concepts and apply the basic principles of accounting	Accounting Principles	Class test; unseen examination
Explain key concepts of financial accounting	Financial Accounting	Online task; examination
Explain key aspects of the legal and regulatory framework of financial reporting	Financial Accounting	Examination
Understand the role of IT in financial accounting	Financial Accounting	Examination
Understand and explain the concerns of contemporary international businesses	Global Business Environment;	Presentation; bibliography; essay
Explain the consequences that the changes in global business environments have on business strategies and operations	Global Business Environment	Presentation; bibliography; essay
Describe key drivers and inhibitors of globalisation	Global Business Environment	Presentation; bibliography; essay
Explain how different aspects of management have developed historically	Management in Context	Essay; presentation
Relate historical aspects of management to the contemporary workplace	Management in Context;	Essay; presentation

Relate the history of management to current practice	Management in Context	Essay; presentation
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Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Recognise the distinction between sample level and population level information in the context of economics and finance	Quantitative Methods 2	Class test; examination
Apply sample level information to draw inferences about population behaviour in the context of a range of business-related problems	Quantitative Methods 2	Class test; examination
Recognise and apply the economic meaning and relevance of the 'margin' and utilise a variety of mathematical tools to apply the concept to a range of economic and finance problems	Quantitative Methods 2	Class test; examination
Use calculus to find optimal values in a range of business applications	Quantitative Methods 2	Class test; examination
Apply industry standard spreadsheet software for data analysis	Quantitative Methods 2	Class test; examination
Use double entry book-keeping and understand its limitations	Financial Accounting	On-line task; examination
Prepare financial statements of business organisations	Financial Accounting	On-line task; examination
Assess financial performance through analysis of principal financial statements	Financial Accounting	On-line task; examination
Apply specific applications of accounting information to a business context	Accounting Principles	Class test; examination
Apply numerical and literacy skills to accounting topics	Accounting Principles	Class test; examination
Employ relevant conceptual tools to analyse and explain the complexity of political, legal, economic, financial, social, cultural and technological business environments	Global Business Environment	Presentation; bibliography; essay

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Develop and apply numerical skills to business situations	Accounting Principles Financial Accounting Quantitative Methods 2	Class test; examination Online task; examination Class test; examination
Develop and apply written communication skills	Accounting Principles	Examination
Develop and apply problem solving skills	Accounting Principles Financial Accounting Quantitative Methods 2	Class test; examination Online task; examination Class test; examination
Develop and apply IT skills including the use of spreadsheets	Accounting Principles Financial Accounting	Class test; examination Online task; examination
Work independently using effective time management	Accounting Principles Financial Accounting Quantitative Methods 2	Class test; examination Online task; examination Class test; examination
Use appropriate bibliographic search tools to find relevant materials in hard copy and electronic formats	Management in Context; Global Business Environments	Annotated bibliography; essay; presentation Presentation; bibliography; essay
Present written work in a scholarly style using an appropriate system of citation and referencing	Management in Context; Global Business Environments	Annotated bibliography; essay; presentation Presentation; bibliography; essay
Begin to develop a critical perspective to their basic understanding of the topics, as a basis for their further studies	Management in Context; Global Business Environments	Annotated bibliography; essay; presentation Presentation; bibliography; essay

Year 2 (Level 5)

In the second year of this programme, students build upon the foundations laid in the first year in the subject pathway they have chosen to follow (for example Marketing, HRM etc.). Students systematically develop their understanding of material covered in one of the year one core modules which lay the groundwork for each pathway at Levels 5 and 6.

Business Management and International Business Pathways

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to demonstrate knowledge & understanding of:</i>		
Describe and critically analyse the relevant issues in organisational behaviour and theory	Organisational behavior;	Essay; unseen examination
Explain and critically evaluate a range of theories of relevance to contemporary and classic business entities	Organisational behaviour	Examination
Analyse organisational behaviour and MNC operations from a range of perspectives including rational, cultural, political and post-structural	Organisational behaviour; Managing in the MNC	Essay Case-study; essay
Understand the complexities of MNCs operations such as in cross-border mergers and acquisitions, international joint ventures, knowledge transfer	Managing in the MNC	Case study; essay
Explain and evaluate the role of quality management as a 'pervasive issue' in organisations its contribution to the future development of such organisations	Operations and Quality Management	Essay; Tutorial activity
Integrate the theory and practice of operations and quality management and apply them in production and service contexts	Operations and Quality Management	Essay, Tutorial, Unseen Examination
Identify and assess wider societal perspectives on quality and quality management	Operations and Quality Management	Essay, Tutorial, Unseen Examination
Interpret theories of supply chain management to practice of managing international supply chains	International Supply Chain Management	Presentation; examination
Describe and reflect critically upon current 'best practices' in procurement, supply and logistics	International Supply Chain Management	Presentation; examination

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Evaluate theories of organisational	Organisational behaviour	Essay; unseen examination

behaviour, the operations of organisations both nationally and internationally and their methods of managing processes and outputs	Operations and Quality Management Managing in the MNC International Supply Chain Management	Essay, tutorial; unseen examination Case study; essay Presentation; examination
Assess the applicability of the theories studied to empirical studies of organisational behaviour, operations and quality management and international supply chain management	Organisational behaviour Social Theory at Work Operations and Quality Management International Supply Chain Management	Essay; unseen examination Essay; unseen examination Essay; tutorial; unseen Examination Tutorial; examination
Relate case studies of organisations to theories of organisations and their behaviour	Organisational behaviour Social Theory at Work Operations and Quality Management International Supply Chain Management	Essay; unseen examination Essay; unseen examination Essay; tutorial; unseen examination Examination
Identify the skills that managers and agents of MNCs need in order to deal with the complexity and contextual ambiguity of MNCs	Managing the MNC	Case study; essay
Apply MNC theory to a wide range of practical problems and situations	Managing the MNC	Case study; essay
Reflect on 'global management skills'	Managing the MNC	Case study; essay

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
demonstrate an ability to collate, prepare, evaluate and disseminate a variety of types of material both in written and oral formats	Organisational behaviour Operations and Quality Management International Supply Chain Management Managing in the MNC	Essay; unseen examination Essay; tutorial; unseen examination Presentation; Examination Case study; essay
Develop ICT skills in utilising the KLE and using the Internet to access relevant information	Organisational behaviour Operations and Quality Management International Supply Chain Management Managing in the MNC	Essay; unseen examination Essay; tutorial; unseen examination Presentation; examination Case study; essay

Develop time management skills to schedule study and meet submission deadlines	Organisational behaviour Operations and Quality Management International Supply Chain Management Managing in the MNC	Essay; unseen examination Essay; tutorial; unseen examination Presentation; Examination Case study; essay
Problem solving	Operations and Quality Management;	Essay; tutorial; unseen examination
Develop skills in peer assessment and self-reflection	International Supply Chain Management	Presentations

Human Resource Management Pathway

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Identify the main external and internal contextual factors on employee resourcing	Employee Resourcing	Essay
Explain different forms of employment and flexible strategies	Employee Resourcing	Essay
Assess different elements of talent planning activities	Employee Resourcing	Essay
Identify relationships between organisational structure, job design and employee resourcing	Employee Resourcing	Essay
assess different recruitment and selection methods within the expectations of the law and good practice	Employee Resourcing	Unseen examination
Identify the main approaches to career planning and assess the contribution of training and development	Employee Resourcing	Unseen examination
Reflect on staff retention issues and labour turnover	Employee Resourcing	Unseen examination
Assess emerging issues (e.g. globalisation and labour market trends) influencing employee resourcing strategies	Employee Resourcing	Essay; unseen examination
Explain conflict with reference to the distribution of power between the parties	Employee Relations	Essay; seen examination; reflective diary
Appreciate the changing contextual and legal framework in which employment relations exist	Employee Relations	Essay; seen examination; reflective diary
Examine the process of collective bargaining	Employee Relations	Seen examination; reflective diary
Explain the competing approaches to understanding the employment	Employee Relations	Essay; reflective diary

relationship		
Describe and explain the role and functions of the parties to the employment relationship	Employee Relations	Essay; unseen examination
Identify trends of Human Resource Management and the management of labour in the 21st century environment	Managing Human Resources	Essay; unseen examination
Reflect on drivers for work-life balance, explain the legislative context and the range of work-life balance practices, and assess the benefits and problems with work-life balance policies	Managing Human Resources	Unseen examination
Explore the nature and function of workplace procedures (their legal underpinning and the performance of precision in drafting and conceptualisation) and their implications for the employment relationship	Managing Human Resources	Essay; unseen examination
Explore key legal requirements in the management of dismissal, redundancy and retirement, reflect on alternatives to redundancy and various approaches to the management of retirement	Managing Human Resources	Essay; unseen examination
Describe the basic legal requirements generally surrounding health and safety at work	Managing Human Resources	Unseen examination
Explain issues of performance management and performance appraisals, working hours and diversity within the workplace, and the nature of contemporary issues and debates	Managing Human Resources	Unseen examination
Demonstrate a critical understanding of HRM as a profession;	Developing Professional Knowledge and Practice in HRM	Portfolio
Develop knowledge of contemporary business issues affecting the HR function in various environments	Developing Professional Knowledge and Practice in HRM	Portfolio
Analyse the business and external contexts of HRM and their implications for employment practice	Developing Professional Knowledge and Practice in HRM	Portfolio
Demonstrate a critical awareness of own knowledge and skills in relation to the HR profession through reflective practice.	Developing Professional Knowledge and Practice in HRM	Portfolio

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Evaluate the requirements for representation and appreciate that different types of representation are available	Managing Human Resources	Essay; unseen examination
Differentiate between notions of employee participation and involvement and identify the practical forms these might take	Managing Human Resources	Essay; unseen examination
Assess different elements of Employee resourcing	Employee resourcing	Essay
Assess emerging issues influencing the field of Employee resourcing	Employee resourcing	Unseen examination

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Critically review their own written work to ensure that the structure and length is appropriate, ideas are clearly expressed and spelling and grammar is used correctly	Employee Resourcing Employee Relations Managing Human Resources Developing Professional Knowledge and Practice in HRM	Essay Case study Essay Portfolio
Communicate effectively with other team members to ensure effective operation of the team	Employee resourcing	Case study
Evaluate and make use of abstract theories in analysing and resolving problems working alone and as a member of a team	Managing Human Resources Employee resourcing Managing Human Resources Developing Professional Knowledge and Practice in HRM	Essay Case study; examination Essay Portfolio
Communicate complex arguments supported by appropriate evidence both orally and in writing	Managing Human Resources Employee resourcing Managing Human Resources	Essay Case study; examination Essay Portfolio

Marketing Pathway

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to demonstrate knowledge & understanding of:</i>		
Describe and critically analyse the relevant issues in organisational	Organisational behavior	Essay; unseen examination

behaviour and theory		
Explain and critically evaluate a range of theories of relevance to contemporary and classic business entities	Organisational behaviour	Examination
Analyse organisational behaviour from a range of perspectives including rational, cultural, political and post-structural	Organisational behaviour	Essay
Evaluate the antecedents of buying behaviour in an individual and social context.	Understanding the Consumer	Literature review; examination
Describe and evaluate the central role of buyer behaviour theory in marketing	Understanding the Consumer	Literature review; examination
Critically analyse the role of social and cultural context in buying behaviour	Understanding the Consumer	Literature review; examination
Compare and evaluate different approaches to understanding consumer behaviour	Understanding the Consumer	Literature review; examination
Identify information required to write a research proposal/report	Marketing Research	Research proposal; group report
Evaluate the need for marketing research and identify the concepts and tools necessary to undertake individual and group projects	Marketing Research	Research proposal; group report
Recognise the need and apply the different techniques for controlling marketing activities including digital technologies	Digital Marketing and Communications	Group work, unseen examination
Define the key terms in digital and marketing communications	Digital Marketing and Communications	Examination
Evaluate the theory of digital and marketing communications and be able to apply it to practice	Digital Marketing and Communications	Presentation
Analyse the strengths and limitations of each particular component of the marketing communications mix	Digital Marketing and Communications	Presentation; unseen examination
The role of digital marketing in the online value propositions	Digital Marketing and Communications	Presentation; unseen examination

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Evaluate theories of organisational behaviour, both nationally and internationally	Organisational behaviour	Essay; unseen examination

Assess the applicability of the theories studied to empirical studies of organisational behaviour	Organisational behaviour	Essay; unseen examination
Relate case studies of organisations to theories of organisations and their behaviour	Organisational behaviour	Essay; unseen examination
Work as part of a marketing team, work effectively with others. Develop the necessary skills for the effective management of a marketing team.	Marketing Research Digital and Marketing Communications	Group research report Group presentation
Conduct research, summarise, and compare and contrast perspectives.	Understanding the Consumer Marketing Research	Literature review; unseen examination unseen examination
Consider academic theory and understand its practical implications	Organisational Behaviour Understanding the consumer Marketing Research	Essay; unseen examination Literature review; unseen examination Research report
Assess factors affecting the design and performance of the marketing communications mix	Digital and Marketing Communications	Presentation; examination

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Develop essay writing skills, search for literature, summarise and critique arguments as well as correct referencing	Organisational Behaviour Understanding the Consumer Marketing Research Digital and Marketing Communications	Essay; unseen examination Literature review Research report Presentation; examination
Analyse and evaluate information from a wide range of sources, both academic and industry based.	Organisational Behaviour Understanding the Consumer Marketing Research Digital and Marketing Communications	Essay; unseen examination Literature review; unseen examination Examination Research report Presentation; examination
Evaluate and make use of abstract theories in analysing and resolving problems working alone and as a member of a team	Organisational Behaviour Understanding the Consumer Marketing Research Digital and Marketing Communications	Essay; examination Literature Review, unseen examination Group report; unseen examination Presentation; examination
Communicate complex arguments supported by appropriate evidence both orally and in writing	Organisational Behaviour Understanding the Consumer Marketing Research	Essay; unseen examination Literature review; unseen examination Examination

	Digital and Marketing Communications	Research report Presentation; examination
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Accounting Pathway

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to demonstrate knowledge & understanding of:</i>		
Understand and apply accounting and finance methods and techniques to provide comprehensive financial information	Cost and Management Accounting; Intermediate Financial Accounting; Taxation; Corporate Governance and social responsibility	Computer task, exam, problem-solving exercise Class test; unseen examination; problem-solving exercise unseen examination; tutorial based exercises; group report Group project unseen examination
Analyse and interpret relationships between accounting variables and draw inferences based upon this analysis	Cost and Management Accounting; Intermediate Financial Accounting	Computer task, exam, problem-solving exercise Class test; unseen examination; problem-solving exercise
Explain the operations of the UK tax system and critically appraise the context	Taxation	Class test; unseen examination; tutorial based exercises
Explain and understand the nature of contemporary business ethics and its applications to accounting	Corporate Governance and Social Responsibility	Assignment, tutorial based exercises
Explain and understand the wider social context and applications of accounting and finance	Cost and Management Accounting; Intermediate Financial Accounting; Taxation; Corporate Governance and social responsibility	Computer task, exam, problem-solving exercise Class test; unseen examination; problem-solving exercise unseen examination; tutorial based exercises; group report Group project unseen examination

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Evaluate and apply accounting and finance concepts and theories	Cost and Management Accounting; Intermediate Financial Accounting; Taxation; Corporate Governance and social responsibility	Computer task, exam, problem-solving exercise Class test; unseen examination; problem-solving exercise unseen examination; tutorial based exercises; group report Group project unseen examination
Utilise data from a wide range of	Cost and Management Accounting;	Computer task, exam, problem-

sources and work effectively with information technology to provide, analyse and evaluate financial information	Intermediate Financial Accounting; Taxation;	solving exercise Class test; unseen examination; problem-solving exercise unseen examination; tutorial based exercises; group report
Understand and apply values and attitudes that provide accounting professionals with a commitment to act in the public interest and with social responsibility	Corporate Governance and Social Responsibility	Assignment; tutorial based exercises

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Evaluate and make use of abstract theories in analysing and resolving problems, working alone and as a member of a team	Cost and Management Accounting Intermediate Financial Accounting Taxation Corporate Governance and Social Responsibility	Unseen Examination; Assignment; tutorial based exercises Class test; Unseen Examination; tutorial based exercises Class test; Unseen Examination; tutorial based exercises Assignment, tutorial based exercises
Communicate complex arguments effectively supported by appropriate evidence both orally and in writing	Cost and Management Accounting; Intermediate Financial Accounting; Taxation Corporate Governance and Social Responsibility	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Class test; unseen examination; tutorial based exercises Assignment, tutorial based exercises
Demonstrate effective skills in problem solving	Cost and Management Accounting; Intermediate Financial Accounting; Taxation; Corporate Governance and Social Responsibility	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Class test; unseen examination; tutorial based exercises Assignment, tutorial based exercises
Develop and sustain effective approaches to learning and study, including time management, creativity and intellectual integrity	Cost and Management Accounting; Intermediate Financial Accounting; Taxation; Corporate Governance and Social Responsibility	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Class test; unseen examination; tutorial based exercises Assignment, tutorial based exercises

Placement Year (Level 6)

During the placement year, students undertake a placement (minimum 30 weeks full time [1,050 hours] or equivalent) in an organisation relevant to their Management programme and career aspirations. Students take the non-credit bearing placement year module.

Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
Evaluate their own employability skills (via a SWOT Analysis) together with an analysis of sector skill demands to create Intended Placement Outcomes in order to develop the skill areas which they have identified as being weak or needing further enhancement	Placement Module	Initial placement portfolio
Develop, through practice on placement, the employment-related skills identified through their SWOT analysis and Intended Learning Outcomes	Placement Module	Initial placement portfolio; final placement portfolio
Reflect on and apply academic themes, concepts and theory as explored at Level 4 and Level 5 to complex real situations on work placement;	Placement Module	Initial placement portfolio; final placement portfolio
Reflect on and critically evaluate their learning from the work placement and previous learning	Placement Module	Initial placement portfolio; final placement portfolio
Explain how their chosen professional or placement sector operates and what skills are needed to develop their career	Placement Module	Initial placement portfolio; final placement portfolio

Year 3 (Level 6)

In the third and final year, students are encouraged to deepen their understanding of business and management by looking in depth at the key areas of strategy and organisation and key case studies and current debates at the forefront of research in business and management. These modules may be augmented with a variety of taught elective modules including an Independent Study Project (ISP) in Management which will involve a “hands-on” investigation of a management problem under the guidance of an experienced member of staff. Students are encouraged to select a topic which makes use of their choices of electives across the pathways.

Business Management Pathway

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Identify, analyse and critically evaluate business strategies in case study firms, institutions and industries	Business Strategy	Essay; unseen examination
Identify a suitable case study for research and analyse the business	Business Strategy	Essay

strategy using appropriate theoretical models and insights		
Critically evaluate the implications of a chosen business strategy for a given firm	Business Strategy	Essay; unseen examination
Critically explain the implications of a given theoretical model or insight for business strategy in practice	Business Strategy	Essay; unseen examination
Identify and critically analyse contemporary issues in organisational theory and practice	Contemporary Issues in Management	Presentation; reflective analysis
Reflect upon, assess and competently verbally present their own experience of work and organisations (including education institutions).	Contemporary Issues in Management New Business Plan	Presentation Project
Demonstrate an understanding of the key elements of the business planning process	New Business Plan	Project

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Apply knowledge of management theory and organisational theory to explicate aspects of experiences of contemporary organisations	Contemporary Issues in Management	Presentation; reflective analysis
Critically analyse complex issues drawn from current research in management	Contemporary Issues in Management	Presentation; reflective analysis
Work independently, deploying judgement in the appropriate choice of business, process and market	New Business Plan	Project
Critically examine the fundamental aspects of business start-up in various contexts	New Business Plan	Project
Construct and effectively communicate the business idea and business model	New Business Plan	Project

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Work productively in a largely unstructured context exercising initiative and personal responsibility	Business Strategy New Business Plan	Essay Project

Make decisions and plan activity in uncertain and unpredictable contexts	Business Strategy New Business Plan	Essay; unseen examination Project
Undertake appropriate further training of an academic, professional or practical nature	Business Strategy New Business Plan	Essay; unseen examination Project

International Business Pathway

Subject Knowledge and Understanding		
Evaluate the significance of strategies in the context of globalisation	International Business Strategies	Case study; examination
Evaluate issues and problems associated with the development of international business strategy	International Business Strategies	Case study; examination
Demonstrate an understanding of the key elements of the business planning process	New Business Plan	Project
Identify, analyse and critically evaluate business strategies in case study firms, institutions and industries	Business Strategy	Essay; unseen examination
Identify a suitable case study for research and analyse the business strategy using appropriate theoretical models and insights	Business Strategy	Essay
Critically evaluate the implications of a chosen business strategy for a given firm	Business Strategy	Essay; unseen examination
Critically explain the implications of a given theoretical model or insight for business strategy in practice	Business Strategy	Essay; unseen examination
Understand the competencies an international project manager needs and the distinctive (cross-) organizational, cultural, teamwork and leadership challenges they face	Managing International Projects	Portfolio; examination
understand the basic principles of the main project management methodologies, including PMBoK and PRINCE2;	Managing International Projects	Portfolio
Reflect critically on the application of project management principles and techniques relevant to location or industrial context.	Managing International Projects	Portfolio; examination

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of

<i>Successful students will be able to:</i>		the Level Outcome) used
Describe and make critical judgements about developments at the forefront of research in business strategy and international business organisation	Business Strategy; International Business Strategies	Essay; unseen examination Case study; examination
Communicate ideas informed by contemporary research and new developments in business strategy and organisation	Business Strategy New Business Plan Managing International Projects	Essay; unseen Examination Project Portfolio; examination
Explain the reasons for differences in business strategies and assess the strengths and weaknesses of different strategies	Business Strategy International Business Strategies	Essay; unseen examination Examination
Critically evaluate what constitutes a business culture and how it can be measured using contemporary literature	Comparative Business Cultures	Group work; examination
Critically analyse successful business cultures to assess what constitutes "success" in given cases	Comparative Business Cultures	Group work; examination
Work productively in a largely unstructured context exercising initiative and personal responsibility	Business Strategy New Business Plan	Essay Project
Make decisions and plan activity in uncertain and unpredictable contexts	Business Strategy New Business Plan International Business Strategies Comparative Business Cultures	Essay; unseen examination Project Case study; examination Group work; examination
Undertake appropriate further training of an academic, professional or practical nature	Business Strategy New Business Plan	Essay; unseen examination Project
Use a range of fundamental project management tools and techniques	Managing International Projects	Portfolio
Demonstrate a basic grasp of how to plan, schedule and manage/control international projects;	Managing International Projects	Portfolio

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Work productively in a largely unstructured context exercising initiative and personal responsibility	Business Strategy International Business Strategy Comparative Business Cultures New Business Plan	Essay Essay Presentation Project
Make decisions and plan activity in uncertain and unpredictable contexts	Business Strategy International Business Strategy Comparative Business Cultures	Essay; unseen examination Essay, seen examination Presentation, unseen examination

	New Business Plan	Project
Undertake appropriate further training of an academic, professional or practical nature	Business Strategy International Business Strategy Comparative Business Cultures New Business Plan	Essay; unseen examination Essay, seen examination Presentation, seen examination Project

Human Resources Pathway

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to demonstrate knowledge & understanding of:</i>		
Demonstrate a critical understanding of the central issues that determine and shape the theory and practice of international HRM;	International HRM	Report
Analyse the cross-border diffusion of HRM policies and identify the economic and social constraints for policy transfer across national boundaries;	International HRM	Report
examine the development and practice of HRM in a range of host market economies and the implications of this for TNCs' strategies	International HRM	Report
evaluate strategy and issues arising from attempts to implement HRM strategy across national boundaries;	International HRM	Report
assess the typologies used to differentiate between the different organisational and internationalisation strategies employed by TNCs	International HRM	Report
demonstrate enhanced and effective knowledge in the major employment policies of TNCs and the practices adopted in managing an international workforce	International HRM	Report
identify pay as a complex cluster concept and part of a theory of income	Pay and Performance	Report
analyse the context of pay and evaluate the key elements of reward decision making, including the labour market, trade unions, state regulation and organisations' pay strategies	Pay and Performance	Report; seen examination

identify and analyse pay statistics drawn from appropriate HR sources (e.g. ASHE data) with reference to relevant pay theories and labour market trends;	Pay and Performance	Seen examination
evaluate various pay structures and job evaluation methods	Pay and Performance	Seen examination
critically analyse a range of payment systems and the link between pay and performance	Pay and Performance	Seen examination
assess the role of line managers in pay determination;	Pay and Performance	Seen examination
analyse the concepts of intrinsic and extrinsic reward	Pay and Performance	Seen examination
explain government policy in relation to pay and its regulation	Pay and Performance	Report; seen examination
analyse negotiating theory and practice	Pay and Performance	Seen examination
Describe the differences between education, training and employee development	Employee Development	Essay
Analyse current issues (such as skills and front line employment) in human resource development and explain their relevance to control, individual and organizational performance	Employee Development	Essay
Relate external and internal (organisational, occupational and individual) factors to the delivery and effectiveness of training and development within the organisation	Employee Development	Essay
describe and evaluate different systems of vocational education and training	Employee Development	Essay
Assess the impact of government, employer and trade union roles in the design and delivery of training and education	Employee Development	Essay
Examine and explain the evidence for labour market inequalities, focusing on chosen areas of inequality	Discrimination and Equal Opportunities at Work	Essay; presentation
critically evaluate the debates surrounding the causes of these inequalities, through the use of theoretical, empirical and case-study research	Discrimination and Equal Opportunities at Work	Essay; presentation
critically assess the usefulness of existing devices which have been used as remedies for these inequalities, such as the law, equal opportunities policies and collective	Discrimination and Equal Opportunities at Work	Essay

bargaining, again through reference to original research and case study analysis		
Evaluate the literature on management styles and relate these to strategic HRM models	Researching Contemporary Issues in HRM (ISP)	Research proposal; Report
Reflect on the economic pressures which drive most contemporary managerial strategies	Researching Contemporary Issues in HRM (ISP)	Research proposal; Report
Critically assess the meaning of 'strategic' in Strategic HRM and relate to literature on high performance workplaces and the management of organisational performance	Researching Contemporary Issues in HRM (ISP)	Research proposal; Report
Critically assess new methods of work organisation and relate to organisational restructuring and change management	Researching Contemporary Issues in HRM (ISP)	Research proposal; Report
Develop a critical awareness of the application of key HRM techniques and topics	Researching Contemporary Issues in HRM (ISP)	Research proposal; Report
Identify and evaluate appropriate methods and data sources used in HRM	Researching Contemporary Issues in HRM (ISP)	Research proposal; Report

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Critically evaluate new methods of work organisation in private and public settings	International HRM	Critique; essay
Critically assess new methods of work organisation in private and public settings	International HRM	Critique; essay
Identify possible directions in which further empirical research and theoretical development might take place	International HRM	Essay
Communicate ideas informed by contemporary research and new developments in theory both orally and in writing	International HRM	Essay
Manage their own learning making use of appropriate HRM and IR and Law materials	International HRM	Essay
Evaluate the theoretical models which are applied to employee development in respect of the perspectives used in the study of HRM and Employee relations	Employee Development	Essay

Assess the impact of government, employer and trade union roles in the design and delivery of training and education	Employee Development	Essay
Assess the importance and problematic nature of evaluation in training and development	Employee Development	Critique; essay
Evaluate the debates around the causes of labour market inequalities, through the use of theoretical, empirical and case-study research	Discrimination and Equal Opportunities at Work	Essay; presentation
Critically assess the usefulness of existing remedial devices for these inequalities through reference to original research and case study analysis.	Discrimination and Equal Opportunities at Work	Essay

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Work productively in a largely unstructured context exercising initiative and personal responsibility	International HRM Employee Development Discrimination and Equal Opportunities at Work	Essay Essay Essay Presentation Project
Communicate analysis and conclusions in an appropriate form (whether oral or written)	International HRM Employee Development Discrimination and Equal Opportunities at Work	Tutorial Essay; examination Essay Presentation Project
Function effectively as a member of a team (seminar group) to facilitate the achievement of a particular task	International HRM Employee Development Discrimination and Equal Opportunities at Work	Tutorial Tutorial Critique; essay Essay; presentation
Make decisions and plan activity in uncertain and unpredictable contexts	International HRM Employee Development Discrimination and Equal Opportunities at Work	Essay Essay Critique Essay; presentation
Analyse a problem in order to identify its essential elements and apply prior knowledge to a problem	International HRM Employee Development Discrimination and Equal Opportunities at Work	Essay Essay Critique Essay; Presentation

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to demonstrate knowledge & understanding of:</i>		
Acquire knowledge and understanding of more advanced marketing concepts of particular relevance to strategic marketing	Strategic Marketing Management	Presentation; Case study based examination
Assemble and apply appropriate strategic marketing concepts, where relevant, in a focused and critical way in specific contexts	Strategic Marketing Management	Presentation; Case study based examination
Critically evaluate the appropriateness of selected strategic marketing theories, models and perspectives in analyzing business issues	Strategic Marketing Management	Presentation; Case study based examination
Critically evaluate the nature of the retail sector and its role in society	Contemporary Retail Environment	Critique; poster presentation
Reflect upon the relationship between the social, political, economic and technological environment and retail strategies	Contemporary Retail Environment	Critique; poster presentation
Explain and critically assess the key means by which qualitative marketing insights are generated within organisations	Marketing Insights	Presentation; report
Evaluate the impact of global marketing activities on a broad range of stakeholders	Marketing and Globalisation	Essay; unseen examination
Critically evaluate marketing concepts and issues within the context of the global marketplace	Marketing and Globalisation	Essay; unseen examination
Analyse the global marketplace in order to inform the development of marketing strategies and programmes	Marketing and Globalisation	Essay; unseen examination

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Identify possible directions in which marketing may develop in light of global factors and relevant developments	Marketing and Globalisation	Essay; examination
Critically evaluate the relevance of relevant theories and concepts relevant to globalisation in understanding developments in	Marketing and Globalisation	Essay; examination

marketing strategies		
Evaluate the theory of marketing applications and apply it to practical examples	Contemporary Retail Environment	Critique; poster presentation
Design a workable independent qualitative research proposal	Marketing Insights	Presentation; report
Assemble and apply appropriate strategic marketing concepts, where relevant, in a focused and critical way in specific contexts	Strategic Marketing Management	Presentation; examination

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Think creatively and take decisions in uncertain and volatile contexts in a responsible manner	Strategic Marketing Management Marketing and Globalisation Contemporary Retail Environment Marketing Insights	Presentation; examination Essay and examination Critique; poster presentation
Work in a professional manner to complete projects that resemble real-work situations	Marketing insights	Presentation; report

Accounting Pathway

Subject Knowledge and Understanding		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to demonstrate knowledge & understanding of:</i>		
Understand and apply advanced accounting concepts and principles to issues at the forefront of accounting research	Management Accounting; Advanced Financial Reporting	Unseen Examination; essay; Class test; unseen Examination; tutorial based exercises
Explain accounting principles that can be used to design, guide and interpret commercial, economic, social and environmental policy	Management Accounting Advanced Financial Reporting The Audit Framework	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Unseen examination; a group report
Critically evaluate a variety of analytical methods and techniques used in accounting	Management Accounting Advanced Financial Reporting The Audit Framework	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Unseen examination; assignment; tutorial based exercises
Appreciate the regulatory as well as ethical and social considerations in relation to corporate governance	Audit Framework	Unseen examination; assignment, tutorial based exercises

and audit practices		
Understand and appreciate issues of internationalisation and globalisation of accounting practice	Advanced Financial Reporting The Audit Framework	tutorial based exercises Class test; unseen examination; tutorial based exercises tutorial based exercises

Subject Specific Skills		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will be able to:</i>		
Describe and make critical judgements about developments in current areas of accounting research	Advanced Financial Reporting	Class test; unseen examination; tutorial based exercises
Communicate ideas informed by contemporary research and current practice in accounting both orally and in writing	Management Accounting Advanced Financial Reporting The Audit Framework	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Unseen examination; assignment; tutorial based exercises
Explain sources of difference in approach that lead to differences in accounting policy formulation and recommendations	Advanced Financial Reporting The Audit Framework	Class test; unseen examination; tutorial based exercises Unseen examination; assignment; tutorial based exercises

Key or Transferable Skills (including employability skills)		
Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Level Outcome) used
<i>Successful students will have the opportunity to develop:</i>		
Work productively in a largely unstructured context exercising initiative and personal responsibility	Management Accounting Advanced Financial Reporting The Audit Framework	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Unseen examination; assignment; tutorial based exercises
Make decisions and plan activity in uncertain and unpredictable contexts	Management Accounting Advanced Financial Reporting The Audit Framework	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Unseen examination; assignment; tutorial based exercises
Undertake appropriate further training of an academic, professional or practical nature	Management Accounting Advanced Financial Reporting The Audit Framework	Unseen examination; assignment; tutorial based exercises Class test; unseen examination; tutorial based exercises Unseen examination; assignment; tutorial based exercises

9. Final and intermediate awards

Credits required for each level of academic award are as follows:

Honours Degree	360 credits	You will require at least 120 credits at levels 4, 5 and 6 You must accumulate at least 255 of credits in Management (out of 360 credits overall), with at least 60 credits in each of the three years of study, to graduate with a named single honours degree in Management.
Diploma in Higher Education	240 credits	You will require at least 120 credits at level 4 or higher and at least 120 credits at level 5 or higher
Certificate in Higher Education	120 credits	You will require at least 120 credits at level 4 or higher

Management with Placement Year: in addition to the above students must pass a non-credit bearing module covering the placement year in order to graduate with a named degree in Management with placement year. Students who do not complete, or fail the placement year, will be transferred to the three-year Management programme.

Management with International Year: in addition to the above students must pass a module covering the international year in order to graduate with a named degree in Management with International Year. Students who do not complete, or fail the international year, will be transferred to the three-year Management programme.

10. How is the Programme assessed?

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

- **Unseen closed and open book examinations** in different formats test students' knowledge of economic principles and the findings of economic research and their ability to apply that knowledge responsibly in understanding social problems. Examinations may consist of essay, short answer and/or multiple-choice questions.
- **Essays** including those based on case study material, also test the quality and application of subject knowledge. In addition they allow students to demonstrate their ability to carry out basic bibliographic research and to communicate their ideas effectively in writing in an appropriate scholarly style using the Harvard, or recognised alternative, system of referencing.
- **Exercises** test a student's ability to frame and solve analytical and numerical questions. They demonstrate student competence and familiarity with a range of analytical techniques.
- **Class tests** taken either conventionally or online via the Keele Virtual Learning Environment (KLE) assess students' subject knowledge and their ability to apply it to problems in a structured and focused way.
- **Short research papers** test student's knowledge of different research methodologies and the limits and provisional nature of economic knowledge. They also enable students to demonstrate their ability to formulate research questions and to answer them using an appropriate strategy.
- **Oral and poster presentations and reports** assess students' subject knowledge and understanding. They also test their ability to work effectively as members of a team, to communicate what they know orally and visually, and to reflect on these processes as part of their own personal development.
- **Portfolios** may consist of a range of different pieces of work but routinely include a requirement that students provide some evidence of critical reflection on the development of their own learning.

Marks are awarded for summative assessments designed to assess your achievement of learning outcomes. You will also be assessed formatively to enable you to monitor your own progress and to assist staff in identifying and addressing any specific learning needs. Feedback, including guidance on how you can improve the quality of your work, is also provided on all summative assessments within three working weeks of submission, unless there are compelling circumstances that make this impossible, and more informally in the course of tutorial and seminar discussions.

11. Contact Time and Expected Workload

This contact time measure is intended to provide you with an indication of the type of activity you are likely to undertake during this programme. The data is compiled based on module choices and learning patterns of students on similar programmes in previous years. Every effort is made to ensure this data is a realistic representation of what you are likely to experience, but changes to programmes, teaching methods and assessment methods mean this data is representative and not specific.

Undergraduate courses at Keele contain an element of module choice; therefore, individual students will experience a different mix of contact time and assessment types dependent upon their own individual choice of modules. The figures below are an example of activities that a student may expect on your chosen course by year/stage of study. Contact time includes scheduled activities such as: lecture, seminar, tutorial, project supervision, demonstration, practical classes and labs, supervised time in labs/workshop, fieldwork and external visits. The figures are based on 1,200 hours of student effort each year for full-time students.

Activity	Year 1 (Level 4)	Year 2 (Level 5)	Placement Year	Year 3 (Level 6)
Scheduled learning and teaching activities	22%	19%	0%	20%
Guided independent Study	78%	74%	0%	80%
Placements	0%	0%	100%	0%

12. Accreditation

This programme does not have accreditation from an external body.

13. 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/>

Students should note that it is not possible to take both the Placement Year and International Year options. Also, a student who has completed a semester abroad will not normally be eligible to transfer onto the International Year option.

14. What are the typical admission requirements for the programme?

Subject	A-level	Subjects not included	International Baccalaureate	BTEC	Access to Higher Education Diploma	GCSE requirements
Management (Single Honours)	BBB/ ABC	Critical Thinking	32 points including Standard Level Maths or Maths Studies at 4 or above.	DDM	Obtain Access to Higher Education Diploma with 30 Level 3 credits at Distinction	Maths @ C (or 4) English Language @ C (or 4)

Applicants who are not currently undertaking any formal study or who have been out of formal education for more than 3 years and are not qualified to A-level or BTEC standard may be offered entry to the University's Foundation Year Programme.

Applicants for whom English is not a first language must provide evidence of a recognised qualification in English language. The minimum score for entry to the Programme is Academic IELTS 6.0 or equivalent.

Please note: All non-native English speaking students are required to undertake a diagnostic English language assessment on arrival at Keele, to determine whether English language support may help them succeed with their studies. An English language module may be compulsory for some students during their first year at Keele.

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

<http://www.keele.ac.uk/ga/accreditationofpriorlearning/>

15. How are students supported on the programme?

Support for student learning on the Programme is provided in the following ways:

- Module and tutorial group leaders are responsible for providing support for learning on the modules and in the tutorial groups for which they are responsible. They also give individual feedback on in-course assessments and more general feedback on examinations.
- The School operates a system of Year Tutors who assume responsibility for monitoring overall student progress through the subject, undertake progress reviews and provide a general point of contact for students in the subject-area. They may be consulted on a wide range of issues and, among other things, commonly may be approached to provide a reference for job and other applications.
- There is a Programme Director responsible for all aspects of coordination of the undergraduate business and management programmes. S(he) may be consulted on a wide range of issues and, among other things, commonly may be approached to provide a reference for job and other applications.
- The University allocates every student to a personal tutor who is responsible for reviewing and advising on students' academic progress in their degree studies. Personal tutors act as a first point of contact for students on non-academic issues which may affect their learning and can refer students to a range of specialist health, welfare and financial services co-ordinated by the University's Student Support & Development Service.
- Students for whom English is not their first language are offered language classes, facilities and services by the University's English Language Unit. In addition to credit-bearing modules on English for academic study, students also have access to one-to-one tutorials for individual help and advice, and to a wealth of resources for self-study and practice.

All members of teaching staff on the Management Single Honours Programme are available to see students during advertised weekly office hours and at other times by appointment.

Careers: In addition to the University's central Careers service there is a specific Management School careers tutor. Students are encouraged to seek the careers tutor for any help with deciding on postgraduate courses and funding opportunities, discussing career options, discussing option choices in relation to specific career routes, and for help and assistance in applying for jobs and placements. Within the Keele Learning Environment there is a dedicated page to careers including several subject specific careers sites.

Placement Tutor: All students undertaking the placement degree programme will be provided with an academic tutor, based at Keele. Students will be expected to find their own placement however, support will be provided throughout the placement process. This will involve support ensuring the appropriateness of the placement prior to starting the Placement Year, and email/telephone/face-to-face contact with the academic tutor throughout the placement at regular intervals.

16. Learning Resources

Management is taught in modern teaching rooms across the University, all of which are equipped with computers, internet access and electronic whiteboards or projection equipment. Rooms may be arranged either in traditional lecture format or more informally to allow students to work together in small groups. Quantitative modules in the Programme are well-supported via computer laboratories located in the Library and the School multifunctional IT suite. These provide access to industry-standard software, such as Excel and Stata for data analysis.

The learning resources available to students on the Programme include:

- The extensive collection of business and management materials relevant to undergraduate study held in the University Library. Built up over an extensive period of delivering business and management at this level, these materials include books, journals and government publications. Much of this material is also accessible online to Keele students from anywhere in the world with a University username and password.
- The Keele Learning Environment (KLE) which provides easy access to a wide range of learning resources including lecture notes, electronic materials available in a repository maintained by the University Library and other resources – video, audio and text-based – accessible from external providers via the internet.
- Datastream, an industry standard source of economic and business data, is available via a computer-link located in multi-functional IT suite. This, together with complementary cross-sectional datasets for individuals and households, provide a ready source of information for dissertation and other purposes.

17. Other learning opportunities

Study abroad (semester)

Students on the Management programme have the potential opportunity to spend a semester abroad in their second year studying at one of Keele's international partner universities.

Exactly which countries are available depends on the student's choice of degree subjects. An indicative list of countries is on the website (<http://www.keele.ac.uk/studyabroad/partneruniversities/>); however this does not guarantee the availability of study in a specific country as this is subject to the University's application process for studying abroad.

No additional tuition fees are payable for a single semester studying abroad but students do have to bear the costs of travelling to and from their destination university, accommodation, food and personal costs. Depending on the destination they are studying at additional costs may include visas, study permits, residence permits, and compulsory health checks. Students should expect the total costs of studying abroad to be greater than if they study in the UK, information is made available from the Global Education Team throughout the process, as costs will vary depending on destination

Whilst students are studying abroad any Student Finance eligibility will continue, where applicable students may be eligible for specific travel or disability grants. Students studying in Erasmus+ destinations may be eligible for grants as part of this programme. Students studying outside of this programme may be eligible for income dependent bursaries at Keele.

Students travel on a comprehensive Keele University insurance plan, for which there are currently no additional charges. Some governments and/or universities require additional compulsory health coverage plans; costs for this will be advised during the application process.

Study Abroad (International Year)

A summary of the International Year, which is a potential option for students after completion of year 2 (Level 5), is provided at Annex A.

Work placement

Students have the opportunity to apply directly for the 4-year Management with Placement Year degree programme or to transfer onto the 4-year degree programme at the end of Year-1 and in Year-2 at the end of Semester 1. Students who are initially registered for the 4-year degree programme may transfer onto the 3-year degree programme at any point in time, prior to undertaking their year-long placement. To be eligible for the placement year, students must have a good University attendance record. They must also have passed all Year 1 and Year 2 Semester 1 modules with an overall module average of $\geq 60\%$. Students must have met the progression requirements to proceed to their final year of study prior to commencing a placement.

Students wishing to take the placement year should meet with the Programme Director to obtain their signature to confirm agreement before they will be allowed to commence their placement.

18. Additional costs

Management Placement Year Costs

Students will be responsible for organising their own placement, with the support of the placement tutor. This allows students to choose when and where to carry out their placement, taking into consideration the potential living and travel expenses, for which they are responsible. Students are encouraged to consider the potential costs incurred in carrying out the placements at the time of setting these up. Further guidance and support on these considerations is available from the placement tutor.

General Costs

As to be expected there will be additional costs for textbooks, inter-library loans and potential overdue library fines, print and graduation.

We do not anticipate any further additional costs for this undergraduate programme.

19. Quality management and enhancement

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

- The Learning and Teaching Committee of Keele Management School is responsible for reviewing and monitoring quality management and enhancement procedures and activities across the School.
- Individual modules and the Management 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 and as part of the University's Curriculum Annual Review and Development (CARD) process.
- 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 Management 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 the Curriculum Annual Review and Development (CARD) process.
- Findings related to the Management Programmes from the annual National Student Survey (NSS), 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 in all three years of the Management Programme is considered and acted on at regular meetings of the Programmes Staff/Student Liaison 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/>

20. The principles of programme design

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

- UK Quality Code for Higher Education, Quality Assurance Agency for Higher Education: <http://www.qaa.ac.uk/quality-code>
- QAA Subject Benchmark Statement: Business and Management (2015) http://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-management-15.pdf?sfvrsn=c7e1f781_8
- Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

21. Document Version History

Version history	Date	Notes
Date first created	October 2016	
Revision history	V2.0 May 2019	Changes to Level 6 pathway modules [major change]
Date approved		

Annex A

BA (Hons) Management with International Year

International Year Programme

Students registered for Single Honours Management may either be admitted for or apply to transfer during their period of study at Level 5 to the Single Honours 'Management with International Year'. Students accepted onto this programme will have an extra year of study (the International Year) at an international partner institution after they have completed Year 2 (Level 5) at Keele.

Students who successfully complete both the second year (Level 5) and the International Year will be permitted to progress to Level 6. Students who fail to satisfy the examiners in respect of the International Year will normally revert to the BA (Hons) Management and progress to Level 6 on that basis. The failure will be recorded on the student's final transcript.

Study at Level 4, Level 5 and Level 6 will be as per the main body of this document. The additional detail contained in this annex will pertain solely to students registered for 'BA (Hons) Management with International Year'.

International Year Programme Aims

In addition to the programme aims specified in the main body of this document., the international year programme of study aims to provide students with:

1. Personal development as a student and a researcher with an appreciation of the international dimension of their subject
2. Experience of a different culture, academically, professionally and socially

Entry Requirements for the International Year

Students may apply to the 4-year programme during Level 5. Admission to the International Year is subject to successful application, interview and references from appropriate staff.

The criteria to be applied are:

- Academic Performance (an average of 60% across all modules at Level 5 is normally required)
- General Aptitude (to be demonstrated by application for study abroad, interview during the 2nd semester of year 2 (Level 5), and by recommendation of the student's personal tutor, 1st and 2nd year tutors and programme director)

Student Support

Students will be supported whilst on the International Year via the following methods:

- Phone or Skype conversations with Study Abroad tutor, in line with recommended Personal Tutoring meeting points.
- Support from the University's Global Education Team

Learning Outcomes

In addition to the learning outcomes specified in the main text of the Programme Specification, students who complete a Keele undergraduate programme with International Year will be able to:

- a. Describe, discuss and reflect upon the cultural and international differences and similarities of different learning environments
- b. Discuss the benefits and challenges of global citizenship and internationalisation
- c. Explain how their perspective on their academic discipline has been influenced by locating it within

an international setting.

In addition, students who complete 'BA (Hons) Management with International Year' will be able to:

- i) Identify, discuss and evaluate different approaches to the conduct of Management in different cultural and economic environments.
- ii) Outline, apply and develop approaches from complementary studies in the context of problems in contemporary management appropriate to the location of international study.

These learning outcomes will all be assessed by the submission of a satisfactory individual learning agreement, the successful completion of assessments at the partner institution and the submission of the reflective portfolio element of the international year module.

Course Regulations

Students registered for the BA (Hons) Management with International Year' are subject to the course specific regulations (if any) and the University regulations. In addition, during the International Year, the following regulations will apply:

Students undertaking the International Year must complete 120 credits, which must comprise *at least 40%* in the student's discipline area.

This may impact on your choice of modules to study, for example you will have to choose certain modules to ensure you have the discipline specific credits required.

Students are barred from studying any Management module with significant overlap to Level 6 modules to be studied on their return. Significant overlap with Level 5 modules previously studied should also be avoided.

Additional costs for the International Year

Tuition fees for students on the International Year will be charged at 15% of the annual tuition fees for that year of study, as set out in Section 1. The International Year can be included in your Student Finance allocation, to find out more about your personal eligibility see: www.gov.uk

Students will have to bear the costs of travelling to and from their destination university, accommodation, food and personal costs. Depending on the destination they are studying at additional costs may include visas, study permits, residence permits, and compulsory health checks. Students should expect the total costs of studying abroad be greater than if they study in the UK, information is made available from the Global Education Team throughout the process, as costs will vary depending on destination.

Students studying in Erasmus+ destinations may be eligible for grants as part of this programme. Students studying outside of this programme may be eligible for income dependent bursaries at Keele.

Students travel on a comprehensive Keele University insurance plan, for which there are currently no additional charges. Some Governments and/or universities require additional compulsory health coverage plans; costs for this will be advised during the application process.