

Programme Specification: Undergraduate

For students starting in Academic Year 2022/23

1. Course Summary

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| Names of programme and award title(s) | MSci Management |
| Award type | Single Honours (Masters) |
| Mode of study | Full-time |
| Framework of Higher Education Qualification (FHEQ) level of final award | Level 7 |
| Normal length of the programme | 4 years |
| Maximum period of registration | The normal length as specified above plus 3 years |
| Location of study | Keele Campus |
| Accreditation (if applicable) | No accreditation at present. Future opportunities for accreditation will be considered. |
| Regulator | Office for Students (OfS) |
| Tuition Fees | <p>UK students:</p> <p>Fee for 2022/23 is £9,250*</p> <p>International students:</p> <p>Fee for 2022/23 is £18,900**</p> <p>The fee for the international year abroad is calculated at 15% of the standard year fee</p> <p>The fee for either the work placement year or entrepreneurship year is calculated at 20% of the standard year fee</p> |

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/>

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2. What is an Integrated Master's programme?

Integrated master's awards - which are common in science, mathematics and engineering - are delivered through a programme that combines study at the level of a bachelor's degree with honours with study at master's level. As such, a student graduates with a master's degree after a single four-year programme of study.

3. Overview of the Programme

The Integrated Masters in Management programme has been designed to build on the unique offering of Keele Business School and to maximise opportunities for experiential and personalised learning.

The mission of Keele Business School (KBS) is to prepare responsible global citizens to become the next generation of professional and business leaders. We develop talent, broaden horizons and harness new technologies so that our graduates will go on to manage and lead with confidence in dynamic, unpredictable, complex and diverse workplaces and social environments. We benefit from the co-location of KBS with the Smart Innovation Hub, an incubation space that offers opportunities for entrepreneurs to grow their businesses through collaboration with our leading academics, talented students, and other like-minded businesses. Our six educational pillars - creativity, innovation, enterprise, sustainability, ethical and inclusive practices, digital fluency - underpin our mission and provide a scaffold for the Integrated Masters in Management.

Over four years of study, you'll be able to tailor your programme, including progressive experiential activity, culminating in a Master's degree qualification. Experiential opportunities come thick and fast in years 2 and 3 with options for semesters abroad, work placements, entrepreneurship project, and consulting projects. The programme offers the flexibility for you to design your own programme, follow pathways of learning taking in modules from KBS and the wider University to build knowledge and skills in preparation for your final (4th) year research/applied dissertation, and to match your interests and career aspirations. As part of these pathways, you can choose to foreground any of the six educational pillars of KBS or opt for a broad introduction to all pillars. Likewise, you may consolidate your learning around specific management disciplines, or choose a more interdisciplinary approach that exposes you to different viewpoints from management and beyond.

The Integrated Masters in Management equips you with a broad knowledge of management concepts, theories and techniques. It offers a critical understanding of the role and impact of organisations and their value chains on society and the environment. It develops your cognitive, intellectual and practical skills to succeed within the contemporary work market. It not only offers opportunities for experiential learning, but through access to modules beyond KBS also allows you to draw insights from complementary disciplines to better understand organisations and the environment in which organisations work.

KBS will be completing an undergraduate review of modules during 20/21, for implementation in 22/23 and so there is likely to be changes to the modules on offer in subsequent years.

4. Aims of the programme

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

- Understand, evaluate and critically reflect on a range of concepts, theories and techniques relevant to contemporary developments in management;
- Acquire a critical understanding of the role and impact of organisations and their value chains on society and the environment, across sectors and at a regional, national and international level;
- Develop a range of cognitive, intellectual and practical skills through engagement in a progressive series of problem-based learning opportunities in the classroom and beyond;
- Engage in enrichment and experiential opportunities such as work placements, study abroad and working on live projects;
- Personalise their learning with tailored progressive pathways preparing them for employment or further academic study;
- Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies; and
- Develop an ability to draw insights from relevant complementary disciplines in order to explore and better understand organisations and work.

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:

- Sociological and management approaches to the study of organisations;
- The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation; and
- Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation.

Subject specific skills

Successful students will be able to:

- Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts;
- Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities; and
- Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies.

Key or transferable skills (including employability skills)

Successful students will be able to:

- Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience;
- 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; and
- 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** accompanied by suggested reading for independent study, intended to provide a core framework of subject knowledge on which a systematic understanding of major principles can be built. Some lecture classes may feature activities such as mock auctions, quizzes that involve voting, or other interactive activities.
- **Tutor-led seminars** where students contribute to or lead a discussion on key topics or make a presentation on a specific point so as to develop critical thinking and permit the reflective individual expression of that core understanding.
- **Problem-based tutorials** (often based on scenarios rooted in the real world) in which students are expected to offer answers or solutions to previously provided problems but which also offer opportunity for students to direct specific questions to tutors and develop better understanding of the issues in question. These tutorials enable students to acquire and refine key accounting skills.
- **Practical, computer laboratory based classes** where students acquire the hands-on skills associated with describing, analysing and interpreting business data. For example, our computer laboratories are equipped with Bloomberg information terminals and Sage accounting software allowing students to interact with real world data and situations.
- **Directed independent study** where students are referred to specific materials or asked to research and find information independently, which may extend to undertaking an independent research project under the supervision of an experienced tutor.
- **Online self-study** exercises using the University's virtual learning environment (KLE). The KLE gives students easy access to a wide range of resources and research tools and permits the use of online discussion, quizzes and 'blogs' in teaching and learning whilst permitting students to develop improved

IT knowledge.

From year two, you can choose to engage in experiential opportunities including:

- A **consultancy project**, where you develop and apply your knowledge and skills within an organisation. You will work for 8-12 weeks on a consultancy project for an organisation chosen by KBS.
- A **placement project**, where it is your responsibility, with the support of KBS' Placement Officer, to find and secure a short placement lasting between 8-12 weeks. During the placement you will be expected to work on an extended project on behalf of the organisation while based within the organisation.
- An **entrepreneurship project**, which offers you time and space to develop your own business idea. You will have access to the Smart Innovation Hub and over the 12 weeks you will be expected to work on a portfolio of evidence to present to academics and external stakeholders.
- A **study abroad semester** where you will undertake a suite of modules offered by the visiting institution in line with your aspirations and interests, and commensurate with 60 credit of modules at KBS.
- In your fourth year, the **research dissertation** uses the knowledge and skills from the programme to undertake an original extended piece of research, which can be applied in nature.

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 knowledge and understanding of contemporary challenges in management and the role of organisations and their value chains;
- Tutor led seminars, problem based tutorials and computer lab classes invite students to apply their knowledge and skills from the programme to problem based management challenges. These opportunities allow students to ask questions about and suggest answers to management challenges in a responsible way; to present - and get feedback on - their own ideas to academics, external stakeholders and peers using appropriate channels of communication.
- Directed independent study and online self study encourage students to take responsibility for their own learning. Enquiry based learning is based on the idea that knowledge acquired is better retained.
- Experiential learning opportunities allow students to develop and apply their knowledge in a manner akin to 'authentic mastery': not just knowing what you know, but applying what you know.

7. Teaching Staff

The Integrated Masters in Management is delivered by Keele Business School. KBS staff have extensive teaching, research and work experience in their respective fields. KBS academics are supported by practitioners who provide guest lectures, case studies, problem based tasks, and who oversee assessments. Most permanent staff have PhDs or other higher degrees or professional qualifications. All staff members have teaching qualifications - or are working toward them - and engage in continuing professional development as academic teachers. Dedicated administrative support is also provided.

The School maintains a strong commitment to excellence and innovation in teaching and research. Teaching is informed by research with teaching staff presenting and publishing academic papers at national and international conferences, in books and in internationally ranked journals. All members of staff seek to ensure that module content represents up to date research, including the results of their own research.

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 three types of module delivered as part of your programme. They are:

- Compulsory modules - a module that you are required to study on this course;
- Optional modules - these allow you some limited choice of what to study from a list of modules;
- Elective modules (Global Challenge Pathways at Level 4) - a choice of modules from different subject areas within the University that count towards the overall credit requirement but not the number of subject-related credits.

A summary of the credit requirements per year is as follows, with a minimum of 90 subject credits (compulsory plus optional) required for each year.

For further information on the content of modules currently offered, including the list of elective modules, please visit: <https://www.keele.ac.uk/recordsandexams/modulecatalogue/>

| Year | Compulsory | Optional | | Electives | |
|---------|------------|----------|-----|-----------|-----|
| | | Min | Max | Min | Max |
| Level 4 | 30 | 75 | 90 | 0 | 15 |
| Level 5 | 60 | 30 | 60 | 0 | 30 |
| Level 6 | 60 | 30 | 60 | 0 | 30 |
| Level 7 | 75 | 45 | 45 | 0 | 0 |

Module Lists

Level 4

Compulsory modules - Students take 30 credits of compulsory modules.

Students take 90 credits of optional modules from KBS and beyond, including 15 credits from a Global Challenge Pathway.

| Compulsory modules | Module Code | Credits | Period |
|--------------------------------|-------------|---------|------------|
| Management in Context | MAN-10018 | 15 | Semester 1 |
| Managing in a changing society | MAN-10030 | 15 | Semester 2 |

| Optional modules | Module Code | Credits | Period |
|--|-------------|---------|------------|
| Quantitative Methods I | ECO-10026 | 15 | Semester 1 |
| Introductory Microeconomics | ECO-10028 | 15 | Semester 1 |
| Foundations of Human Resource Management | HRM-10007 | 15 | Semester 1 |
| Accounting Principles | MAN-10015 | 15 | Semester 1 |
| Marketing Principles | MAN-10019 | 15 | Semester 1 |
| Global Business Environment | MAN-10022 | 15 | Semester 1 |
| Quantitative Methods II | ECO-10027 | 15 | Semester 2 |
| Introductory Macroeconomics | ECO-10029 | 15 | Semester 2 |
| Introduction to International Business | MAN-10023 | 15 | Semester 2 |
| Financial Accounting | MAN-10024 | 15 | Semester 2 |
| Multinational Enterprise Business Perspectives | MAN-10026 | 15 | Semester 2 |
| Consumer Behaviour 1 | MAN-10031 | 15 | Semester 2 |

Level 4 Module Rules

Students are free to choose 90 optional credits from the Management pathways

1. ECO-10027 Quantitative Methods 2: prerequisite ECO-10026 Quantitative Methods 1
2. MAN-10024 Financial Accounting: prerequisite MAN-10015 Accounting Principles
3. MAN-10019 Marketing Principles: you will need to take this module if you want to take Digital and Marketing Communication (MAN- 20085) in year 2
4. MAN-10022 Global Business Environments OR MAN-10023 Introduction to International Business prerequisite for MAN-20084 Managing in the Multinational Corporation (year 2)

Additional optional modules: Languages and English for Academic Purposes

Students on this programme will also be able to study language modules offered by the Language Centre, either as part of a Global Challenge Pathway or as optional modules, and may be able to achieve an enhanced degree title with the designation 'With (advanced) Competency in [language]', depending on the level of language attainment they achieve at Keele. For full details of how language modules can be accommodated within your programme of study, click

<https://www.keele.ac.uk/study/languagecentre/modernlanguages/enhanceddegreetitles/>

Students who are required to take an English for Academic Purposes (EAP) module as a result of their language competency test result will be required to pick this as their first option choice. *NB:* students can take an EAP module only with the approval of the English Language Programme Director and are not able to take any other Language module in the same academic year.

Global Challenge Pathways (GCPs) - Level 4 (year 1) students only

Students at Level 4 in 2022/23 have the option of taking a Global Challenge Pathway, which includes one 15-credit module in each year of the degree. Global Challenge Pathways offer students the chance to fulfil an exciting, engaging route of interdisciplinary study. Choosing a pathway, students will be presented with a global issue or 'challenge' which directly relates to societal issues, needs and debates. They will be invited to take part in academic and external facing projects which address these issues, within an interdisciplinary community of students and staff. Students completing a Global Challenge Pathway will receive recognition on their degree certificate.

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| Digital Futures | <p>The Digital Futures pathway offers you the opportunity to become an active contributor to current debates, cutting-edge research, and projects with external partners, addressing both the exciting potential and the challenges of disruptive digital transformation across all spheres of life.</p> <p>Part of a diverse and interdisciplinary pathway community, you will engage in exciting, impactful collaborative project work in innovative formats. Engaged in real-world scenarios, you will use digital technology and creativity to promote inclusive, empowering, and sustainable change at local and global levels.</p> <p>Module: A digital life: challenges and opportunities (GCP-10005)</p> |
| Climate Change & Sustainability | <p>Through the Climate Change & Sustainability pathway you will develop the skills, understanding and drive to become agents of change to tackle climate change and wider sustainability challenges.</p> <p>You will work with international partners to explore climate change and sustainability in different international contexts; lead your own projects to drive real change in your communities; and be part of educating others to help achieve a more sustainable future.</p> <p>Module: Climate Change & Sustainable Futures: Global Perspectives (GCP-10009)</p> |

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| <p>Social Justice</p> | <p>Students on this pathway will embark on a reflective journey drawing upon decolonising, feminist, and ethical perspectives on social justice, forging transformative outputs as agents of change.</p> <p>You will enter a dialogue with local, national, and international partners from Universities, NGOs, International Human Rights Committees. You will engage with key societal challenges, for example Covid 19 as a social crisis with impact on gender and racial identities. The pathway will allow you to monitor and critically evaluate policies and human rights treaties, and produce and disseminate digitally fluent, international and sustainable project findings.</p> <p>Module: Reflections on Social Injustices, Past and Present (GCP-10003)</p> |
| <p>Enterprise & the Future of Work</p> | <p>If we are to achieve the promise of Sustainable Development Goals, solve the climate crisis and take advantage of the changes that the digital revolution provide, we need to understand the power of enterprise and prepare for future contexts of work, creativity and disruption.</p> <p>Supporting you to be part of future-facing solutions, this pathway will give you the ability to make judgements on the utilisation of resources, labour and capital. It will support you in developing creative, original thinking, allowing you to collaborate on projects that persuade and effect change, setting you up to thrive in future environments of work and innovation.</p> <p>Module: Enterprise and the Future of Work 1 (GCP-10007)</p> |
| <p>Global Health Challenges</p> | <p>By taking the global health challenge pathway you will develop solutions to improve the health and quality of life for particular people and communities, engaging with these groups to co-design interventions.</p> <p>This pathway will provide you with skills that go beyond a focus on health and will allow you to develop your ability to work in a team and lead change in society. The knowledge, skills and work experience will complement your core degree and enhance your career opportunities and graduate aspirations.</p> <p>Module: Key concepts and challenges in global health (GCP-10001)</p> |
| <p>Languages & Intercultural Awareness</p> | <p>By choosing modules from this pathway, will develop a practical knowledge of a specific language, allowing you to graduate with an enhanced degree title, or develop skills to teach English as a Foreign Language. You will meet and communicate with speakers different linguistic and cultural communities, ranging from students at partner universities in Japan and China, to refugees in Hanley, and develop an understanding of how languages and cultures interact.</p> <p>This pathway explores the power of language as a force both for breaking down and building cultural and political barriers - words can be weapons as well as bridges. You will examine how language is used, examine linguistic choices and how these impact on intercultural understanding. Throughout the pathway we also examine the practice of communication across cultural contexts, exploring cultural differences such as the language of ethnicity and gender.</p> <p>Modules: you will be able to select from either a Modern Language of your choice OR Certificate in TESOL Level 1.</p> |

Level 5

Compulsory modules - Students take 60 credits of compulsory modules.

Students must take the following units: MAN-20055 (15 credits) and MAN-20113 (15 credits).

Students must also take at least one of the following: MAN-20105 (60 credits), MAN-20107 (30 credits), MAN-

20109 (30 credits), OR Semester-long Study Abroad. [For illustrative purposes (to indicate the split between compulsory and optional modules), only one of these options is listed as compulsory].

Note that students opting for either MAN-20105 (Placement) or semester-long study abroad will only take semester one modules. For example, this excludes modules that stretch over two semesters (e.g. HRM-20019).

Students can take up to 45 credits of optional modules from KBS and beyond, including a maximum of 30 credits from University elective modules and language modules.

Students can take one module from each business pathway per semester in years 2 and 3.

| Compulsory modules | Module Code | Credits | Period |
|---------------------------------------|--------------------|----------------|---------------|
| Organisational Behaviour | MAN-20055 | 15 | Semester 1 |
| Personal and Professional Development | MAN-20113 | 15 | Semester 1 |
| Entrepreneurship Project (Level 5) | MAN-20109 | 30 | Semester 2 |

| Optional modules | Module Code | Credits | Period |
|---|--------------------|----------------|---------------|
| Intermediate Microeconomics | ECO-20046 | 15 | Semester 1 |
| Cost and Management Accounting | MAN-20049 | 15 | Semester 1 |
| Taxation | MAN-20054 | 15 | Semester 1 |
| Managing in the Multinational Corporation | MAN-20084 | 15 | Semester 1 |
| Consumer Behaviour 2 | MAN-20097 | 15 | Semester 1 |
| Developing Professional Knowledge and Practice in HRM | HRM-20019 | 15 | Semester 1-2 |
| Contemporary Issues in Economics | ECO-20040 | 15 | Semester 2 |
| Introduction to Econometrics | ECO-20042 | 15 | Semester 2 |
| Managing Human Resources | HRM-20015 | 15 | Semester 2 |
| Intermediate Financial Accounting | MAN-20051 | 15 | Semester 2 |
| Operations and Quality Management | MAN-20053 | 15 | Semester 2 |
| Corporate Governance and Social Responsibility | MAN-20082 | 15 | Semester 2 |
| International Supply Chain Management | MAN-20083 | 15 | Semester 2 |
| Digital and Marketing Communications | MAN-20085 | 15 | Semester 2 |
| Social Enterprise and Alternative Organising | MAN-20093 | 15 | Semester 2 |
| Placement (Level 5) | MAN-20105 | 60 | Semester 2 |
| Consultancy Project (Level 5) | MAN-20107 | 30 | Semester 2 |

Level 5 Module Rules

1. MAN-20084 Managing in the Multinational Corporation: prerequisite either Global Business Environments (MAN-10022) OR Introduction to International Business (MAN-10023)
2. MAN-20085 Digital and Marketing Communications: prerequisite MAN-10019 Marketing Principles
3. On the HRM pathway, students selecting HRM-20019 Developing Professional Knowledge and Practice in HRM cannot take HRM-20019 Employee Resourcing in semester one or HRM-20015 Managing Human Resources in semester two.

4. On the Financial Accounting pathway, students can choose MAN-20049 Cost and Management Accounting OR MAN-20054 Taxation in semester one, and between MAN-20051 Intermediate Financial Accounting OR MAN-20082 Corporate Governance and Social Responsibility in semester two.

Level 6

Compulsory modules - Students take at least 60 credits of compulsory modules.

Students must take MAN-30048 (15 credits).

Students must also take at least one of the following: MAN-30083 (60 credits), MAN-30081 (45 credits) or MAN-30079 (45 credits). [For illustrative purposes (to indicate the split between compulsory and optional modules), only one of these options is listed as compulsory].

Students can take up to 45 credits of optional modules from KBS and beyond, including a maximum of 30 credits from University elective modules and language modules.

Students can take one module from each business pathway per semester in years 2 and 3.

| Compulsory modules | Module Code | Credits | Period |
|------------------------------------|--------------------|----------------|---------------|
| Business Strategy | MAN-30048 | 15 | Semester 1 |
| Entrepreneurship Project (Level 6) | MAN-30079 | 45 | Semester 2 |

| Optional modules | Module Code | Credits | Period |
|--|--------------------|----------------|---------------|
| Dynamic Macroeconomics | ECO-30033 | 15 | Semester 1 |
| Advanced Topics in Microeconomics | ECO-30047 | 15 | Semester 1 |
| Employee Development | HRM-30029 | 15 | Semester 1 |
| Pay and Performance Management | HRM-31119 | 15 | Semester 1 |
| Advanced Financial Reporting | MAN-30041 | 15 | Semester 1 |
| Management Accounting | MAN-30045 | 15 | Semester 1 |
| Contemporary Retail Environments | MAN-30053 | 15 | Semester 1 |
| Comparative Business Cultures | MAN-30056 | 15 | Semester 1 |
| Marketing Insights - ISP | MAN-30058 | 15 | Semester 1 |
| Digital Marketing in Practice | MAN-30067 | 15 | Semester 1 |
| Managing Diversity | MAN-30037 | 30 | Semester 1-2 |
| Economic and Business Forecasting - ISP | ECO-30043 | 15 | Semester 2 |
| Industrial Organisation | ECO-30046 | 15 | Semester 2 |
| Researching Contemporary Issues in HRM - ISP | HRM-31120 | 15 | Semester 2 |
| The Audit Framework | MAN-30039 | 15 | Semester 2 |
| Advanced Management Accounting | MAN-30046 | 15 | Semester 2 |
| Contemporary Issues in Management | MAN-30047 | 15 | Semester 2 |
| Marketing and Globalisation | MAN-30060 | 15 | Semester 2 |
| Managing International Projects | MAN-30065 | 15 | Semester 2 |
| Enterprise Business Plan | MAN-30070 | 15 | Semester 2 |
| Consultancy Project (Level 6) | MAN-30081 | 30 | Semester 2 |
| Placement (Level 6) | MAN-30083 | 60 | Semester 2 |

Level 6 Module Rules

1. Students taking MAN-30083 (Placement) or MAN-30077 (Study abroad) can only take first semester optional modules.
2. On the marketing pathway, students must choose between MAN-30053 Contemporary Retail Environments and MAN-30067 Digital Marketing in Practice in semester one, and between MAN30058 Marketing Insights and MAN-30060 Marketing and Globalisation in semester two.
3. On the HRM pathway, students choose between HRM-30029 Employee Development and HRM-31119 Pay and Performance in semester one.
4. On the Financial Accounting pathway, students must choose between MAN30041 Advanced Financial Reporting and MAN30045 Management Accounting in semester one, and between MAN-30039 The Audit Framework and MAN-30046 Advanced Management Accounting in semester two.
5. On the Economics pathway, students must choose between ECO-30033 Dynamic Macroeconomics and ECO-30047 Advanced Microeconomics in semester one, and between ECO-30043 Economic and Business Forecasting and ECO-30046 Industrial Organisation in semester two.

Level 7

Compulsory modules - Students take 75 credits of compulsory modules.

Students must take MAN-40056 (15 credits) and MAN-40172 (60 credits)

| Compulsory modules | Module Code | Credits | Period |
|----------------------|-------------|---------|--------------|
| Leadership | MAN-40056 | 15 | Semester 1 |
| Dissertation/Project | MAN-40172 | 60 | Semester 1-2 |

| Optional modules | Module Code | Credits | Period |
|--|-------------|---------|------------|
| Performance Management | ACC-40006 | 15 | Semester 1 |
| Professional Skills and Practice in HRM | HRM-40041 | 15 | Semester 1 |
| International Strategic Management | MAN-40116 | 15 | Semester 1 |
| Contemporary Marketing Research | MAN-40122 | 15 | Semester 1 |
| Multinational Accounting and Control | ACC-40002 | 15 | Semester 2 |
| Employee Relations and Reward | HRM-40045 | 15 | Semester 2 |
| Entrepreneurship | MAN-40018 | 15 | Semester 2 |
| Creativity and Personal Development | MAN-40058 | 15 | Semester 2 |
| Contemporary Challenges in Global Business | MAN-40118 | 15 | Semester 2 |
| Branding | MAN-40126 | 15 | Semester 2 |

Learning Outcomes

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

Level 4

In Year 1 (Level 4) these learning outcomes are achieved in the compulsory modules which all students are required to take. These learning outcomes are reinforced by student options, accentuating learning outcomes around the interests and aspirations of the student.

| Subject Knowledge and Understanding | |
|---|---|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to demonstrate knowledge and understanding of: - Sociological and management approaches to the study of organisations | Managing in a changing society - MAN-10030 Management in Context - MAN-10018 The core modules consider sociological and management approaches to the study of organisations. Learning outcomes are assessed both formatively and summatively on these and other optional modules. |
| Successful students will be able to demonstrate knowledge and understanding of: - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation | Managing in a changing society - MAN-10030 Management in Context - MAN-10018 The core modules look in particular at the role of managers and human resources. This learning outcome is assessed both formatively and summatively on the core modules and other optional modules. |
| Successful students will be able to demonstrate knowledge and understanding of: - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation. | Management in Context - MAN-10018 Managing in a changing society - MAN-10030 KBS educational pillars are foundational components (to a greater or lesser extent) for all KBS management modules. This learning outcome is assessed both formatively and summatively on the core modules and other optional modules. |

| Subject Specific Skills | |
|---|--|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to: - Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts | Management in Context - MAN-10018 Managing in a changing society - MAN-10030 The core modules offer an introduction to management concepts, theories, tools and techniques. This learning outcome is supported by student module choices. |
| Successful students will be able to: - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities | Management in Context - MAN-10018 Managing in a changing society - MAN-10030 The core modules - and optional modules - pose authentic challenges in problem based tasks through which students develop cognitive, intellectual and practical skills. This learning outcome is supported by student module choices. |
| Successful students will be able to: - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies. | Management in Context - MAN-10018 Managing in a changing society - MAN-10030 Through formative and summative assessments on the core - and optional - modules, students begin to evaluate different approaches. This learning outcome is supported by student module choices. |

| Key or Transferable Skills (graduate attributes) | |
|--|--|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to: - Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience | Management in Context - MAN-10018 Managing in a changing society - MAN-10030 The core modules require students to start developing their key transferable skills. Assessment - both formative and summative - on the core and optional modules challenge students to communicate ideas in different forms. |
| Successful students will be able to: - 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. | Management in Context - MAN-10018 Managing in a changing society - MAN-10030 Assessment - both formative and summative - on the core and optional modules challenge students to work both individually and in groups, allowing them to develop their teams working skills, something that is very important when you leave University. |
| Successful students will be able to: - Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills. | Management in Context - MAN-10018 Managing in a changing society - MAN-10030 Assessment - both formative and summative - on the core and optional modules require students to manage their time and hone their transferable skills. |

Level 5

In Year 2 (Level 5) these learning outcomes are achieved in the compulsory modules which all students are required to take. Some of these outcomes may also be achieved or reinforced in optional and elective modules together with other outcomes not stated here.

| Subject Knowledge and Understanding | |
|--|--|
| Learning Outcome | Module in which this is delivered |
| <p>Successful students will be able to demonstrate knowledge and understanding of: - Sociological and management approaches to the study of organisations</p> | <p>Personal and Professional Development - MAN-20113 Placement (Level 5) - MAN-20105 Entrepreneurship Project (Level 5) - MAN-20109 Consultancy Project (Level 5) - MAN-20107 Organisational Behaviour - MAN-20055 Building on knowledge and understanding from year 1, subject knowledge and understanding of sociological and management approaches to the study of organisations at year 2 is based on the core modules, supplemented by student module choices, and assessed formatively and summatively in year 2. The Personal and Professional Development module is important in identifying knowledge and understanding gaps. The experiential modules offer insight into how management dynamics play out in real world contexts.</p> |
| <p>Successful students will be able to demonstrate knowledge and understanding of: - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation; and</p> | <p>Consultancy Project (Level 5) - MAN-20107 Personal and Professional Development - MAN-20113 Organisational Behaviour - MAN-20055 Placement (Level 5) - MAN-20105 Entrepreneurship Project (Level 5) - MAN-20109 Core modules build a more advanced understanding of the role of managers both within and beyond the organisation. The Personal and Professional Development module is important in identifying knowledge and understanding gaps, and optional modules from KBS and beyond offer an opportunity for a deeper dive. The experiential modules are relevant allowing students to apply what they know about role of managers.</p> |
| <p>Successful students will be able to demonstrate knowledge and understanding of: - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation.</p> | <p>Entrepreneurship Project (Level 5) - MAN-20109 Organisational Behaviour - MAN-20055 Consultancy Project (Level 5) - MAN-20107 Personal and Professional Development - MAN-20113 Placement (Level 5) - MAN-20105 Knowledge and understanding of the contextual conditions under which management operates builds in year 2 core modules and is supported by student module choices. The experiential modules are particularly relevant for 'authentic mastery' as the students apply what they know in problem and enquiry based tasks related to the KBS educational pillars.</p> |

| Subject Specific Skills | |
|--|---|
| Learning Outcome | Module in which this is delivered |
| <p>Successful students will be able to: - Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts</p> | <p>Placement (Level 5) - MAN-20105 Consultancy Project (Level 5) - MAN-20107 Personal and Professional Development - MAN-20113 Entrepreneurship Project (Level 5) - MAN-20109 Organisational Behaviour - MAN-20055 In Year 2, more advanced concepts, tools and techniques are covered on the core modules and supported by student module choices in year 2. The Personal and Professional Development module helps identify subject specific skills gaps. The experiential modules offer opportunities for students to critically apply their learning on problem or enquiry based tasks or in different contexts.</p> |
| <p>Successful students will be able to: - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities</p> | <p>Personal and Professional Development - MAN-20113 Placement (Level 5) - MAN-20105 Organisational Behaviour - MAN-20055 Consultancy Project (Level 5) - MAN-20107 Entrepreneurship Project (Level 5) - MAN-20109 Through problem based or enquiry based tasks in the classroom and beyond, students have an opportunity to critically apply their skills to real world challenges. These are both formatively and summatively assessed.</p> |
| <p>Successful students will be able to: - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies.</p> | <p>Personal and Professional Development - MAN-20113 Placement (Level 5) - MAN-20105 Consultancy Project (Level 5) - MAN-20107 Entrepreneurship Project (Level 5) - MAN-20109 Organisational Behaviour - MAN-20055 There is no one size fits all. Across core and optional modules students will get experience of different social science approaches, learning what works - and doesn't work - in different circumstances.</p> |

| Key or Transferable Skills (graduate attributes) | |
|---|---|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to: - Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience | Organisational Behaviour - MAN-20055 Placement (Level 5) - MAN-20105 Entrepreneurship Project (Level 5) - MAN-20109 Consultancy Project (Level 5) - MAN-20107 Personal and Professional Development - MAN-20113 Transferable skills are further developed on the core modules and supported by student module choices in year 2. Through formative and summative assessments, students will demonstrate the ability to communicate their ideas in different contexts. |
| Successful students will be able to: - 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 | Entrepreneurship Project (Level 5) - MAN-20109 Consultancy Project (Level 5) - MAN-20107 Placement (Level 5) - MAN-20105 Personal and Professional Development - MAN-20113 Organisational Behaviour - MAN-20055 Whilst it is important to work well individually, group work is increasingly recognised as a key skill by employers. Students will build their competence and confidence in working individually and as part of diverse groups on core and optional modules in year 2. |
| Successful students will be able to: - Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills. | Consultancy Project (Level 5) - MAN-20107 Personal and Professional Development - MAN-20113 Entrepreneurship Project (Level 5) - MAN-20109 Organisational Behaviour - MAN-20055 Placement (Level 5) - MAN-20105 Students will hone their learning and study skills in year 2. The experiential modules - where students are expected to work under diverse and changing conditions are particularly important for improving self awareness and personal management strategies. |

Level 6

In Year 3 (Level 6) these learning outcomes are achieved in the compulsory modules which all students are required to take. Some of these outcomes may also be achieved or reinforced in optional and elective modules together with other outcomes not stated here.

| Subject Knowledge and Understanding | |
|---|--|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to demonstrate knowledge and understanding of: - Sociological and management approaches to the study of organisations | <p>Consultancy Project (Level 6) - MAN-30081 Managing Diversity - MAN-30037 Placement (Level 6) - MAN-30083 Entrepreneurship Project (Level 6) - MAN-30079 Business Strategy - MAN-30048 Enterprise Business Plan - MAN-30070 Contemporary Issues in Management - MAN-30047 Subject knowledge and understanding around management and organisations is further built in year 3 core and optional modules. The experiential modules offer opportunity for authentic mastery.</p> |
| Successful students will be able to demonstrate knowledge and understanding of: - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation | <p>Managing Diversity - MAN-30037 Business Strategy - MAN-30048 Enterprise Business Plan - MAN-30070 Placement (Level 6) - MAN-30083 Consultancy Project (Level 6) - MAN-30081 Entrepreneurship Project (Level 6) - MAN-30079 Contemporary Issues in Management - MAN-30047 Core and optional modules build a more advanced understanding of the role of managers both within and beyond the organisation. The experiential modules allow students to apply what they know about role of managers.</p> |
| Successful students will be able to demonstrate knowledge and understanding of: - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation. | <p>Contemporary Issues in Management - MAN-30047 Consultancy Project (Level 6) - MAN-30081 Placement (Level 6) - MAN-30083 Business Strategy - MAN-30048 Entrepreneurship Project (Level 6) - MAN-30079 Enterprise Business Plan - MAN-30070 Managing Diversity - MAN-30037 Knowledge and understanding of the contextual conditions under which management operates builds in year 3 core modules and is supported by student module choices. Higher credit bearing experiential modules stretch student's application of knowledge.</p> |

| Subject Specific Skills | |
|---|--|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to: - Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts; - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities; and - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies. | Business Strategy - MAN-30048 Consultancy Project (Level 6) - MAN-30081 Contemporary Issues in Management - MAN-30047 Placement (Level 6) - MAN-30083 Managing Diversity - MAN-30037 Entrepreneurship Project (Level 6) - MAN-30079 Enterprise Business Plan - MAN-30070 Subject specific skills are advanced on the core modules and supported by student module choices in year 3. Experiential modules offer the opportunity to use theories, tools and techniques in practice. |
| Successful students will be able to: - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities | Consultancy Project (Level 6) - MAN-30081 Managing Diversity - MAN-30037 Entrepreneurship Project (Level 6) - MAN-30079 Enterprise Business Plan - MAN-30070 Business Strategy - MAN-30048 Contemporary Issues in Management - MAN-30047 Placement (Level 6) - MAN-30083 Through problem based or enquiry based tasks in the classroom and beyond, students have an opportunity to critically apply their skills to real world challenges. These are both formatively and summatively assessed. |
| Successful students will be able to: - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies. | Placement (Level 6) - MAN-30083 Entrepreneurship Project (Level 6) - MAN-30079 Contemporary Issues in Management - MAN-30047 Managing Diversity - MAN-30037 Consultancy Project (Level 6) - MAN-30081 Enterprise Business Plan - MAN-30070 Business Strategy - MAN-30048 Year 3 modules offer further opportunity to get experience of different social science approaches, learning what works - and doesn't work - in different circumstances. |

| Key or Transferable Skills (graduate attributes) | |
|---|---|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to: - Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience | Business Strategy - MAN-30048 Managing Diversity - MAN-30037 Contemporary Issues in Management - MAN-30047 Enterprise Business Plan - MAN-30070 Entrepreneurship Project (Level 6) - MAN-30079 Consultancy Project (Level 6) - MAN-30081 Placement (Level 6) - MAN-30083 Transferable skills are further advanced on the core modules and supported by student module choices in year 3. The experiential modules are particularly relevant here requiring knowledge to be communicated in different ways. |
| Successful students will be able to: - 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 | Managing Diversity - MAN-30037 Business Strategy - MAN-30048 Placement (Level 6) - MAN-30083 Consultancy Project (Level 6) - MAN-30081 Entrepreneurship Project (Level 6) - MAN-30079 Enterprise Business Plan - MAN-30070 Contemporary Issues in Management - MAN-30047 On more advanced modules and higher credit bearing modules, students benefit from learning communities and cooperative learning. |
| Successful students will be able to: - Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills. | Business Strategy - MAN-30048 Placement (Level 6) - MAN-30083 Consultancy Project (Level 6) - MAN-30081 Entrepreneurship Project (Level 6) - MAN-30079 Enterprise Business Plan - MAN-30070 Contemporary Issues in Management - MAN-30047 Managing Diversity - MAN-30037 On more advanced modules and higher credit bearing modules, students ability to self organise, be adaptive and maintain integrity comes to the fore. |

Level 7

In Year 4 (Level 7) these learning outcomes are achieved in the compulsory modules which all students are required to take. Some of these outcomes may also be achieved or reinforced in optional modules together with other outcomes not stated here.

| Subject Knowledge and Understanding | |
|---|---|
| Learning Outcome | Module in which this is delivered |
| <p>Successful students will be able to demonstrate knowledge and understanding of: - Sociological and management approaches to the study of organisations; - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation; and - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation.</p> | <p>Dissertation/Project - MAN-40172 Leadership - MAN-40056 Subject knowledge and understanding is further developed based on learning from the core modules, and supported by student module choices in year 4. The dissertation is particularly relevant here as students undertaken an extended study that brings together learning of management and organisations from across the programme.</p> |
| <p>Successful students will be able to demonstrate knowledge and understanding of: - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation</p> | <p>Leadership - MAN-40056 Dissertation/Project - MAN-40172 Subject knowledge and understanding of managers and their role in the organisation is further developed based on learning from the core modules, and supported by student module choices in year 4. The dissertation offer students an opportunity to delve deeper into specific management challenges as they undertake an extended study on a topic of their choosing.</p> |
| <p>Successful students will be able to demonstrate knowledge and understanding of: - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation.</p> | <p>Leadership - MAN-40056 Dissertation/Project - MAN-40172 Knowledge and understanding of the way organisations affect and are affected by the context in which they operate is built across the programme and tested on the core and optional modules. The dissertation offers a particularly exciting opportunity to explore this relationship in detail over an extended period.</p> |

| Subject Specific Skills | |
|---|--|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to: - Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts; - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities; and - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies. | Dissertation/Project - MAN-40172 Leadership - MAN-40056 Subject specific skills are advanced on the core modules and supported by student module choices in year 4. |
| Successful students will be able to: - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities | Leadership - MAN-40056 Dissertation/Project - MAN-40172 Through problem based or enquiry based tasks in the classroom and beyond, students critically apply their skills to real world challenges. |
| Successful students will be able to: - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies. | Leadership - MAN-40056 Dissertation/Project - MAN-40172 Subject specific skills are advanced on the core modules and supported by student module choices in year 4. The dissertation is particularly relevant here as students consider the limitations of methodologies as they undertake research and contribute to knowledge. |

| Key or Transferable Skills (graduate attributes) | |
|---|---|
| Learning Outcome | Module in which this is delivered |
| Successful students will be able to: - Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience | Dissertation/Project - MAN-40172 Leadership - MAN-40056 Employing different forms of communication to convey complex argument is developed on the core modules and supported by student module choices in year 4. |
| Successful students will be able to: - 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 | Dissertation/Project - MAN-40172 Leadership - MAN-40056 Group work is an integral part of many modules, including the core and optional modules at level 7. |
| Successful students will be able to: - Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills. | Leadership - MAN-40056 Dissertation/Project - MAN-40172 Skills of adaptability, creativity, integrity and self organisation are foregrounded on the dissertation module, and play an important role in other core and optional modules. |

9. Final and intermediate awards

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

| | | |
|--|-------------|---|
| Master's Degree | 480 credits | You will require at least 120 credits at levels 4, 5, 6 and 7 You must accumulate at least 360 credits in your main subject (out of 480 credits overall) to graduate with a named single honours degree in this subject. |
| Honours Degree | 360 credits | You will require at least 120 credits at levels 4, 5 and 6 You must accumulate a minimum of 270 credits in your main subject (out of 360 credits overall), with at least 90 credits in each of the three years of study, to graduate with a named single honours degree in this subject. |
| 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 |

10. How is the Programme Assessed?

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

- Essays, including those based on case study material, test the quality and application of subject knowledge. In addition, they allow students to demonstrate their ability to carry out basic research and to communicate their ideas effectively in writing in an appropriate scholarly style using the Harvard, or recognised alternative, system of referencing.
- Management reports test a student's knowledge of different research methodologies and the limits and provisional nature of knowledge. They also enable students to demonstrate their ability to formulate research questions and to answer them using an appropriate strategy.
- Class tests taken either conventionally or online via the Keele Learning Environment (KLE) as Computer based tests assess your subject knowledge and your ability to apply it in a more structured and focused way compared to essays
- Final examinations, in different formats, test your knowledge and understanding of the module. Examinations may consist of essay, short answer, multiple choice questions and computational answers depending on the module
- Individual report, where you produce a document that sets out your response to the task, including your recommendations and conclusions
- Oral presentations assess a student's subject knowledge and understanding. They also test the 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, for example on the entrepreneurship module, where you assemble pieces of work to demonstrate your engagement with and understanding of a topic, either individually or in a group
- Consultancy projects and Work Placement reports test a student's ability to work independently and with business clients on a project of benefit to the organisation. In doing so, the student will develop an appropriate research methodology and demonstrate mastery of the subject by applying to a business context. Through the final report and presentation, the student will demonstrate the ability to draw together all the strands of a particular argument into the approach to the solution to a business problem.
- Dissertations test a student's ability to work independently, to formulate a research topic and questions, to develop an appropriate research methodology, and to demonstrate mastery of the topic through a critical engagement with the literature, the quality of its presentation and the ability to draw together all the strands of a particular argument into the approach to the solution to an academic question.

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

| | Scheduled learning and teaching activities | Guided independent Study | Placements |
|-------------------------|--|--------------------------|------------|
| Year 1 (Level 4) | 18% | 82% | 0% |
| Year 2 (Level 5) | 16% | 84% | 0% |
| Year 3 (Level 6) | 15% | 85% | 0% |
| Year 4 (Level 7) | 10% | 90% | 0% |

12. Accreditation

This programme does not have accreditation from an external body.

13. University Regulations

The University Regulations form the framework for learning, teaching and assessment and other aspects of the student experience. Further information about the University Regulations can be found at:

<http://www.keele.ac.uk/student-agreement/>

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

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

See the relevant course page on the website for the admission requirements relevant to this programme:

<https://www.keele.ac.uk/study/>

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

15. How are students supported on the programme?

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

- Module 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.
- Module leaders have set student consultation hours each week and students are encouraged to attend these hours to get specific help and support for their learning. Module leaders are available to see students at other times by appointment (usually via email).
- The Course Director assumes responsibility for monitoring overall student progress through the subject, undertaking progress reviews and providing a general point of contact for students on the Integrated Masters in Management.
- Personal tutors can also 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 Services Centre.
- Additional help for international students is also available from the Language Centre. Students for whom English is not their first language are offered language classes, facilities and services by the University's Language Centre. 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.
- Within the school there is a Learning Support Tutor who can help with various aspects of improving study skills and a Placement Officer to support with placements and employability activity.
- Student Voice Representatives - provide a focus for issues at module and year level to be raised.
- All members of teaching staff on the programme are available to see students during office hours, if available, and by appointment.
- Placement Tutor: Whilst students will be expected to find their own placements, Keele Business School has a placement officer who will assist in providing support throughout the placement process. Support offered will ensure the appropriateness of the placement prior to starting, and email/telephone/face-to-face contact throughout the placement at regular intervals.

16. Learning Resources

Teaching takes place in a variety of lecture theatres and tutorial rooms all of which have appropriate audio-visual equipment. Copies of set texts are available in the campus library with an increasing number available as e-books, together with electronic access to a wide variety of relevant academic journals.

All modules make extensive use of the Keele Learning Environment meaning that students have access to detailed module materials (lecture notes, tutorial activities, journal articles and so on) anywhere and anytime that they have access to the internet.

SAGE accounting software is installed in a variety of PC labs in the KBS building and campus library and Bloomberg information terminals are available in the KBS building.

The extensive collection of business and management materials relevant to postgraduate study held in the University Library. Much of this material is also accessible online to Keele students from anywhere in the world with a University username and password.

17. Other Learning Opportunities

The Integrated Masters in Management offers opportunities for experiential learning. Students have the opportunity to choose from a selection of a semester abroad, placement, entrepreneurship project, and consulting project. Students will discuss these options with the Programme Director as part of the second year 'Personal and Professional Development' module.

Study abroad (semester)

Students on the 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 who meet external eligibility criteria 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.

Consultancy project

The aim of the Consultancy Project is to encourage and enable you to reflect on an applied research placement and to develop and apply your knowledge and skills within organisations. In years 2 or 3, You will work for 8-12 weeks on a consultancy project for an organisation chosen by Keele Business School. The consultancy period plus a consultancy report, presentation, reflective piece and an organisation/company assessment will constitute the module's summative assessment.

Placement project

For a Placement Project it will be your responsibility, with the support of the School's Placement Officer, to find and secure the placement which can last 3 months. The placement should be a paid work placement at a suitable level for UG year 2 or 3 study. During your time on the placement you will be required to complete an extended project on behalf of the organisation. The project report, presentation and a reflective piece and an organisation assessment will constitute the module's summative assessment.

Entrepreneurship project

The aim of the Entrepreneurship Project is to allow you time and space to develop your own business idea. In the second semester of years 2 or 3, you will have access to facilities and expertise for a period of 3 months. During this time, you will be required to complete a portfolio of evidence, presentation to an external stakeholder to your project and a reflective piece which will constitute the module's summative assessment.

18. Additional Costs

There are additional costs associated with the semester abroad (see above) and potentially also with the placement. Students will be responsible for organising their own placement, with the support of the placement officer. 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 will be responsible. Students are encouraged to consider the potential costs incurred in carrying out the placement at the time of setting these up. Further guidance and support on these considerations is available from the placement officer.

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

19. Quality management and enhancement

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

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

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

- The results of student evaluations of all modules are reported to module leaders and reviewed by the Programme Committee as part of annual programme review.
- Findings related to the programme 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 on the programme is considered and acted on at regular meetings of the Student Staff Voice Committee.

The University appoints senior members of academic staff from other universities to act as external examiners on all programmes. They are responsible for:

- Approving examination questions
- Confirming all marks which contribute to a student's degree
- Reviewing and giving advice on the structure and content of the programme and assessment procedures

Information about current external examiner(s) can be found here:
<http://www.keele.ac.uk/ga/externalexaminers/currentexternalexaminers/>

20. The principles of programme design

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

- 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) <https://www.qaa.ac.uk/quality-code/subject-benchmark-statements?indexCatalogue=document-search&searchQuery=management&wordsMode=AllWords>
- Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

Version History

This document

Date Approved: 27 January 2022

Previous documents

| Version No | Year | Owner | Date Approved | Summary of and rationale for changes |
|------------|---------|-------------|------------------|--------------------------------------|
| 1 | 2021/22 | PAUL DEWICK | 04 February 2021 | |