

Programme Specification: Undergraduate

For Academic Year 2026/27

1. Course Summary

Names of programme and award title(s)	BSc (Hons) Business Management with Human Resources BSc (Hons) Business Management with Human Resources with International Year (see Annex for details) BSc (Hons) Business Management with Human Resources with Work Placement Year (see Annex for details) BSc (Hons) Business Management with Human Resources with Entrepreneurship Year (see Annex for details)
Award type	Single Honours
Mode of study	Full-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 6
Normal length of the programme	3 years or 4 years with the International Year, Work Placement Year or Entrepreneurship Year
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele Campus
Accreditation (if applicable)	n/a
Regulator	Office for Students (OfS)
Tuition Fees	<p>UK students:</p> <p>Fee for 2026/27 is £9,790*</p> <p>International students:</p> <p>Fee for 2026/27 is £18,200**</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>

Please note this document applies to Level 4 (Year 1) and Level 5 (Year 2) students only in 2026/27. Level 6 (Year 3) students should refer instead to the Business Management and Human Resources document.

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/>

*** These fees are for new students. 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 this subject. In keeping with Keele's commitment to breadth in the curriculum, the programme also gives you the opportunity to take some modules 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.

3. Overview of the Programme

At the heart of every successful business are its people. Our BA (Hons) Business Management with Human Resources degree at Keele Business School is designed to equip you with the essential skills and knowledge needed to excel in managing an organisation's most valuable asset its workforce. This programme integrates the core principles of business management with a specialised focus on human resource strategies, preparing you for diverse careers such as HR manager, recruitment consultant, talent development specialist, and organisational development consultant.

The BA (Hons) Business Management with Human Resources programme is part of our comprehensive suite of Business Management degrees. All programmes offer a broad understanding of business and management principles, with a common first year designed to provide a solid foundation in key areas such as Marketing, Finance, and Human Resources, as well as the wider business context, including international economics, politics, and society. You will also gain essential skills in data analysis and digital tools for decision-making. We place particular emphasis on the purpose of business, sustainability and ethics in business and management. You will also take specialist modules in Human Resource Management.

Year-by-Year Overview

Year 1

Most of our Business Management programmes share a common first year to provide all students with a strong foundation in essential business principles and practices. This approach ensures that every student, regardless of their chosen specialisation, gains a broad understanding of key areas such as Marketing, Finance, Human Resources, and Organisational Behaviour, as well as the wider business environment, including international economics, politics, and society.

By starting with a common first year, you will develop a comprehensive understanding of fundamental business concepts and skills, ensuring you are well-prepared for more specialised studies in later years. This approach allows you to experience a wide range of subjects within business and management, helping them to identify their strengths and areas of passion before committing to a specific specialisation. It also provides the flexibility to switch to another business management programme in the second year if you discover a new area of interest, ensuring their degree aligns with their career aspirations. Additionally, a common first year fosters a sense of community, allowing you to collaborate and learn from one another across different disciplines, enriching your overall educational experience. This foundation is designed to support you, regardless of your background or prior knowledge, and to ensure you are well-equipped to succeed in your chosen area of business management.

To support your academic learning, you will also take Professional and Academic Development 1 where you will use state of the art tools to identify your own unique combination of strengths that you can use to help you understand the areas where you excel and can help you to make choices about your future career.

Year 2

In Year 2, you will continue your Professional Development journey through Professional and Academic Development 2 by putting the strengths that you identified in Year 1 into practice through a live project to allow you to learn from hands-on experience. In addition, all students will study Contemporary Business Operations, which will deepen your knowledge of how modern organisations manage their internal processes. Students on the BA (Hons) Business Management with Human Resources award will then specialise in Leading, Managing and Decent Work and Developing the HR Professional.

Work placement year / Entrepreneurship year / International year

Students have the opportunity to take an additional year to complete a work placement or, entrepreneurship placement or international year.

Final year

In the final year, the focus of the Professional and Academic Development 3 module will be to prepare you for the next stage in your professional journey after your Bachelor's degree, focusing on preparing for recruitment processes and aligning the evidence of your achievements. To bring together all of the other areas of your study, you will study Strategic Management to develop a deep understanding of how organisations create, implement, and evaluate strategies to achieve long-term success. This module is crucial as it teaches students to analyse both internal and external environments, identify opportunities and threats, and align resources to strategic goals. By focusing on Strategic Management, you will enhance your decision-making and critical thinking skills, learning to navigate complex situations, assess risks, and make high-level choices that influence an organisation's direction. This module also integrates knowledge from previous modules, such as marketing, finance, and data analytics, demonstrating how these areas contribute to overall strategy. This module prepares students for leadership roles by providing the tools to think strategically, manage change, and drive an organisation's success, equipping them for a wide range of careers in management, consultancy, or entrepreneurship.

In your final year, you will complete a specialist project that allows you to apply your learning to a real-world business challenge or research topic of their choice. This project enables them to demonstrate their expertise, analytical abilities, and problem-solving skills, creating a tangible piece of work that you can showcase to future employers, highlighting your readiness for professional roles in their chosen field.

In addition, in the final year, you will further refine your specialisation in Human Resources, studying Human Resource Strategy and Practice.

Preparing for Your Career

We know that a degree is more than just academic study. At Keele Business School, we place your future career at the heart of our mission. Our unique **Professional and Academic Development Programme** is integrated throughout your studies, guiding you from identifying your strengths to applying them in practical settings. You will learn to build a professional network, develop resilience, and prepare for the future world of work, either within an organisation or as an entrepreneur.

We will support you in building a professional identity, exploring career paths, managing your online presence, and even starting your own business if that is your goal. By graduation, you will be equipped with a diverse portfolio of experiences and skills that will appeal to future employers or investors.

Real-World Connections

Studying at Keele Business School comes with significant benefits. Our campus doubles as a business innovation park, fostering strong ties with a variety of companies. Throughout your studies, you will engage with these companies, gaining invaluable hands-on experience and insights from professionals.

A **placement year** is highly recommended to further enhance your practical experience. For those already employed, we offer the flexibility to integrate your workplace learning into your studies.

Beyond Traditional Learning

Our approach to business education extends beyond lectures and seminars. You will engage with the business world through simulations, case studies, guest speakers, and real-world assessments, using contemporary technologies to build your competence as a business professional.

As a proud signatory of the **PRME (Principles of Responsible Management Education)**, we encourage you to think critically about sustainability and ethics, positioning you to drive positive change in the business world. You can also explore Keele's unique Global Challenge Pathway or study a new language through our Languages programme to broaden your global perspective and career prospects.

A Comprehensive Journey

Throughout your degree, you will develop key skills in teamwork, presentations, networking, and interviews while working on real-life projects. In your final year, you'll undertake a capstone project that integrates your learning and showcases your talents. You will also build a portfolio of experiences that will make you a compelling candidate for future employers or investors.

4. Aims of the programme

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

- Develop a solid understanding of a wide range of business management subjects, including key areas such as marketing, finance, human resources, and organisational behaviour, while fostering an awareness of how businesses can operate responsibly and sustainably to create positive societal impact.
- Actively engage real-world organisations, offering practical experiences and insights that support career

development and encourage them to contribute to businesses with a purpose, driving sustainable and ethical practices in professional settings.

- Enhance your personal and professional skills, including critical thinking, problem-solving, communication, and teamwork, while also developing the intellectual capabilities necessary for leadership and strategic decision-making that prioritises sustainable growth and social responsibility.
- Equip you with the skills to work effectively with data, digital tools, and technology, fostering an ability to use contemporary methods to inform business decisions that are not only innovative and effective but also aligned with principles of sustainability and long-term value creation.
- Explore develop specialist knowledge and skill in areas such as recruitment, training, employee relations, and compliance, equipping students to understand workforce dynamics and develop talent, and preparing them for careers in the HR profession, ensuring organisational success through strategic human resource management.

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:

- Contemporary concepts, theories and practices relating to the purpose of organisations include governance, competitive strategies, organisational structures, structures, mission, values, and culture, alongside functional areas such as strategy, marketing, finance, managing people and teams, and business operations.
- The complexities of the changing external business environment include political, economic, social, and technological factors, as well as drivers of change such as the international environment, trade and economics, societal change, technology, sustainability, and environmental awareness.
- Working with data and digital technologies to inform decision making.
- The process of ongoing professional development, including the ability to identify personal and professional strengths, growth opportunities, engage in continuous learning, and apply new skills and knowledge in practical contexts to enhance their career progression.
- How political, economic, technological, and societal factors impact business operations and models, with insights into economic principles, international trade, sustainability, environmental considerations, and the two-way influence between organisations and their broader environment.
- Diverse leadership styles and management practices, including strategies for promoting supportive work environments, addressing diversity, wellbeing, mental health, and remote workforce management, while effectively managing workplace dynamics through conflict resolution and navigating legal and ethical considerations to foster an inclusive organisational culture.
- Concepts, processes, and practices essential for managing people within work environments, including workforce planning, performance management, employee development, and the impact of individual, organisational, and contextual factors.

Subject specific skills

Successful students will be able to:

- Apply critical and analytical thinking to solve complex business problems, make informed decisions, and innovate by integrating business management theories with an understanding of political, economic, technological, and societal trends.
- Communicate ideas, data, and insights effectively by tailoring messages to context, media, and audience to engage stakeholders and drive organisational change.
- Promote strategic and behavioural change in business by advocating for leadership practices and sustainable initiatives that align with ethical principles and the Sustainable Development Goals (SDGs).
- Develop and manage applied projects by planning, executing, managing resources, and adapting to feedback to achieve objectives in complex and dynamic environments.
- Demonstrate self-awareness of intellectual, professional, and personal resources to build a foundation for career management and continuous professional growth.
- Use ethical principles, sustainability considerations, and social responsibility to inform decision-making and develop strategies that align business practices with societal and environmental goals.
- Demonstrate an entrepreneurial mindset by identifying opportunities, refining business plans, and collaborating effectively to create shared value in diverse business contexts.

- Apply commercial awareness and enterprise skills to tackle organisational challenges, critically reflect on growth, and enhance professional capabilities.
- Apply operational strategies, quality management approaches, and project management techniques to optimise processes, enhance business efficiency, and maintain high standards of quality.
- Compile and present academic and project achievements in a professional portfolio, articulating strengths and career preferences, and exploring innovative recruitment approaches.
- Develop comprehensive strategies to enhance organisational competitiveness and sustainability by aligning internal resources with external demands using strategic frameworks and data-driven insights.
- Undertake significant research or consultancy projects independently or in teams, demonstrating teamwork, project management, and the practical application of skills to address organisational challenges.

Subject specific skills (Human Resources)

- Create frameworks for managing people effectively within diverse and remote teams, promoting ethical and inclusive practices.
- Develop systems for employee development, performance management, and conflict resolution.
- Operate HR practices that align with organisational objectives and external business environments.
- Propose **and implement strategies** to improve workplace dynamics and organisational culture.

Key or transferable skills (including employability skills)

Successful students will be able to:

- Reflect on their own personal effectiveness and strengths, engaging in proactive behaviours.
- Engage in networking activity with external bodies (such as organisations).
- Demonstrate flexibility and agility.
- Work effectively with information/ digital technology.
- Manage their own learning, reflect on, and plan their own academic work thus demonstrating academic independence.
- Work with others effectively.

Keele Graduate Attributes

The Keele Graduate Attributes are the qualities (skills, values and mindsets) which you will have the opportunity to develop during your time at Keele through both the formal curriculum and also through co- and extra-curricular activities (e.g., work experience, and engagement with the wider University community such as acting as ambassadors, volunteering, peer mentoring, student representation, membership and leadership of clubs and societies). Our Graduate Attributes consist of four themes: **academic expertise, professional skills, personal effectiveness, and social, environmental and ethical responsibility**. You will have opportunities to engage actively with the range of attributes throughout your time at Keele: through your academic studies, through self-assessing your own strengths, weaknesses, and development needs, and by setting personal development goals. You will have opportunities to discuss your progress in developing graduate attributes with, for example, Academic Mentors, to prepare for your future career and lives beyond Keele.

6. How is the programme taught?

Our programme employs a diverse range of learning methods to ensure a balanced development of both your theoretical knowledge and practical skills. We combine traditional approaches, such as lectures and seminars, with a strong emphasis on experiential and applied learning. You will have numerous opportunities to engage in real-world projects, case studies, simulations, and collaborative group work that bring concepts to life and develop practical experience. In line with the School's Employability Strategy, we also strive to engage with firms in the local economy where appropriate, providing you with valuable insights and hands-on experience within a real business context. This dynamic approach ensures you not only understand business management theories but also build the skills needed to apply this knowledge effectively in professional settings, preparing you for the challenges and opportunities of the modern business world.

Learning on the programme comes from a variety of sources to ensure a well-rounded educational experience. You will engage with carefully curated materials presented by our academic staff, participate in meaningful interactions with your peers, and take advantage of numerous opportunities to develop practical experience. We encourage continuous reflection on these experiences, allowing you to deepen your understanding, refine your skills, and grow both personally and professionally. This integrated approach ensures that you are prepared to meet the challenges of the modern business world with confidence and competence.

Approaches include:

- Interactive Lectures: Set the framework for analysing content material and its applications, including activities like group discussion and interactive quizzes.
- Independent Study: Students are encouraged to engage in directed reading from a variety of sources like

textbooks, academic journals, and business case studies, deepening understanding of the material introduced in lectures and promoting individual ownership of learning.

- Small Group Tutorials: Cover key issues from lectures in more depth. Students are encouraged to participate actively and possibly lead discussions. This can involve the application of business ideas to case studies and academic research, enhancing comprehension through interaction.
- Web-based Learning: The University's virtual learning environment (KLE) provides a guide to study for each module and access resources. Students engage in online discussions, and participate in quizzes and blogs that promotes individual and collaborative learning supporting both the academic and social aspects of learning and fostering a community of learners.
- Peer Assisted Learning: Students are actively supported to learn from each other, reinforcing their knowledge through teaching and collaboration. This peer interaction can solidify learning and foster communication skills.
- Practical, Computer-based Lab Classes: Provide hands-on experience with tools necessary for descriptive and soft data analysis. This practical application of theoretical knowledge helps bridge the gap between theory and practice.
- Simulation of Business-Related Contexts: Allow students to practice decision-making within simulated environments. This safe context helps them apply learning in a controlled but realistic setting.
- Interaction with Businesses and Organisations: Through guest lectures and company visits, students engage directly with real-world applications of their studies. Working on live issues with organisations offers invaluable practical insights.
- Reflection on Learning: Students are encouraged to critically assess their learning experiences and integrate new knowledge with existing understanding. This reflection enhances cognitive growth and helps in making the learning process more conscious and tailored to individual needs.

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 Academic Mentor or module lecturers on a one-to-one basis.

7. Teaching Staff

The programme is taught by highly qualified staff with specialist qualifications in a range of business and management subjects. All current members of academic staff have doctorates (PhDs or equivalent) in relevant areas and hold (or are completing) qualifications in Teaching and Learning in Higher Education. Membership of the Advance Higher Education is encouraged in Keele Business School, and most members of staff are currently either Fellows, Senior Fellows, or Principal Fellows.

All academic staff are active researchers and/or scholars whose work has been disseminated in various outlets. This research and scholarship inform the teaching in the programme and we encourage students to participate in our research environment. This means that we are teaching cutting edge knowledge, with staff often actively researching or practising in that area. Additionally, some of our staff actively research teaching and learning within higher education, so how we teach is also at the forefront of higher education practice.

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/early May. 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 two 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

Global Challenge Pathways

This programme includes the option for you to take a Global Challenge Pathway. These modules offer you an exciting opportunity to work with students and staff from different disciplines to explore topical global issues such as power and conflict, health inequalities, climate change, generative AI, social justice, global citizenship,

and enterprise from different perspectives.

Global Challenge Pathways can either be taken as one 15-credit module at Levels 4, 5 and 6, or one 15-credit module at Levels 5 and 6. For more information about our Global Challenge Pathways please visit:

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

Modern Languages or Certificate in TESOL

Alternatively, you could choose to study modules with the University Language Centre. The Language Centre offers three pathways; The Language Specialist, The Language Taster, and The Trinity Certificate in Teaching English to Speakers of Other Language (TESOL). Language Centre modules are available separately for students at Levels 4 and 5. At Level 6 they are included within the Global Challenge Pathways.

If you choose the Language Specialist pathway, you will automatically be enrolled on a Semester 2 Modern Language module as a continuation of your language of choice as a faculty funded 'additional' module. Undertaking a Modern Languages module in Semester 2 is compulsory if you wish to continue to the Language Specialist Global Challenge Pathway the following academic year.

For more information about Language Centre option modules available to you please visit the following webpages.

For Level 4 and 5 students please visit: <https://www.keele.ac.uk/study/languagecentre/languagecentreoptions/>

For Level 6 students please visit: <https://www.keele.ac.uk/students/academiclife/global-challenge-pathways/>

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

<https://www.keele.ac.uk/recordsandexams/modulecatalogue/>

A summary of the credit requirements per year is as follows.

Year	Compulsory	Optional	
		Min	Max
Level 4	105	15	15
Level 5	105	15	15
Level 6	105	15	15

Module Lists

Level 4

Compulsory modules	Module Code	Credits	Period
Professional and Academic Development 1	MAN-10071	15	Semester 1
The Global Business Context	MAN-10075	30	Semester 1
The Business of Organisations	MAN-10073	30	Semester 1-2
Data, Decisions and Visualisation	MAN-10079	30	Semester 2

Optional modules	Module Code	Credits	Period
Teams, People and Performance	MAN-10081	15	Semester 2

Level 5

Compulsory modules	Module Code	Credits	Period
Leading, Managing and Decent Work	MAN-20163	30	Semester 1
Contemporary Business Operations	MAN-20205	30	Semester 1
Developing the HR Professional	MAN-20197	30	Semester 2
Professional and Academic Development 2	MAN-20199	15	Semester 2

Optional modules	Module Code	Credits	Period
Professional Placement or Project (Level 5)	MAN-20179	15	Semester 1-2
Contemporary Business Ethics Debates	MAN-20209	15	Semester 2

Level 5 Module Rules

A 'Professional Placement or Project' module can be taken at either Level 5 or Level 6, but not at both levels.

To be eligible to undertake MAN-20179 Professional Placement or Project (Level 5), students are required to attend a briefing session, and submit an expression of interest form

Level 6

Compulsory modules	Module Code	Credits	Period
Human Resource Strategy and Practice	MAN-30165	30	Semester 1
Strategic Management	MAN-30167	30	Semester 1
Professional and Academic Development 3	MAN-30163	15	Semester 2
Project	MAN-30185	30	Semester 2

Optional modules	Module Code	Credits	Period
Professional Placement or Project (Level 6)	MAN-30147	15	Semester 1-2
Digital Showcase	MAN-30183	15	Semester 2

Level 6 Module Rules

A 'Professional Placement or Project' module can be taken at either Level 5 or Level 6, but not at both levels.

To be eligible to undertake MAN-30147 Professional Placement or Project (Level 6), students are required to attend a briefing session, and submit an expression of interest form.

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) and 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 elective modules together with other outcomes not stated here. In Year 3 (Level 6) the stated outcomes are achieved by taking any of the modules offered in each semester.

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
Concepts, theories and practices relating to the purpose of organisations include governance, competitive strategies, organisational structures, structures, mission, values, and culture, alongside functional areas such as strategy, marketing, finance, managing people and teams, and business operations.	The Business of Organisations - MAN-10073 The Global Business Context - MAN-10075 The Global Business Context Business of Organisations
The complexities of the changing external business environment include political, economic, social, and technological factors, as well as drivers of change such as the international environment, trade and economics, societal change, technology, sustainability, and environmental awareness.	The Global Business Context - MAN-10075 The Global Business Context
Working with data to inform decision making.	Data, Decisions and Visualisation - MAN-10079 Data, Visualisation, and Decisions
The process of ongoing professional development, including the ability to identify personal and professional strengths, growth opportunities, engage in continuous learning, and apply new skills and knowledge in practical contexts to enhance their career progression.	Professional and Academic Development 1 - MAN-10071 Professional and Academic Development 1
how political, economic, technological, and societal factors impact business operations and models, with insights into economic principles, international trade, sustainability, environmental considerations, and the two-way influence between organisations and their broader environment.	The Global Business Context - MAN-10075 The Global Business Context

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Apply critical and analytical thinking to solve complex business problems, make informed decisions, and innovate by integrating business management theories with an understanding of political, economic, technological, and societal trends.	The Business of Organisations - MAN-10073 The Global Business Context - MAN-10075 Data, Decisions and Visualisation - MAN-10079 The Global Business Context Business of Organisations Data, Visualisation, and Decisions
Communicate ideas, data, and insights effectively by tailoring messages to context, media, and audience to engage stakeholders and drive organisational change.	Data, Decisions and Visualisation - MAN-10079 Data, Visualisation, and Decisions
Promote strategic and behavioural change in business by advocating for leadership practices and sustainable initiatives that align with ethical principles and the Sustainable Development Goals (SDGs).	The Business of Organisations - MAN-10073 The Global Business Context - MAN-10075 The Global Business Context Business of Organisations
Develop and manage applied projects by planning, executing, managing resources, and adapting to feedback to achieve objectives in complex and dynamic environments.	The Business of Organisations - MAN-10073 The Global Business Context - MAN-10075 Data, Decisions and Visualisation - MAN-10079 The Global Business Context Business of Organisations Data, Visualisation, and Decisions

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Demonstrate self-awareness of intellectual, professional, and personal resources to build a foundation for career management and continuous professional growth.	The Business of Organisations - MAN-10073 Business of Organisations
Use ethical principles, sustainability considerations, and social responsibility to inform decision-making and develop strategies that align business practices with societal and environmental goals.	The Business of Organisations - MAN-10073 Data, Decisions and Visualisation - MAN-10079 Business of Organisations Data, Visualisation, and Decisions
Demonstrate an entrepreneurial mindset by identifying opportunities, refining business plans, and collaborating effectively to create shared value in diverse business contexts.	Professional and Academic Development 1 - MAN-10071 Professional and Academic Development 1
Apply commercial awareness and enterprise skills to tackle organisational challenges, critically reflect on growth, and enhance professional capabilities.	Professional and Academic Development 1 - MAN-10071 The Business of Organisations - MAN-10073 Professional and Academic Development 1 Business of Organisations
Apply operational strategies, quality management approaches, and project management techniques to optimise processes, enhance business efficiency, and maintain high standards of quality.	The Business of Organisations - MAN-10073 Business of Organisations
Compile and present academic and project achievements in a professional portfolio, articulating strengths and career preferences, and exploring innovative recruitment approaches.	Professional and Academic Development 1 - MAN-10071 Professional and Academic Development 1
Develop comprehensive strategies to enhance organisational competitiveness and sustainability by aligning internal resources with external demands using strategic frameworks and data-driven insights.	The Business of Organisations - MAN-10073 The Global Business Context - MAN-10075 Data, Decisions and Visualisation - MAN-10079 The Global Business Context Business of Organisations Data, Visualisation, and Decisions
Undertake significant research or consultancy projects independently or in teams, demonstrating teamwork, project management, and the practical application of skills to address organisational challenges.	The Business of Organisations - MAN-10073 The Global Business Context - MAN-10075 Data, Decisions and Visualisation - MAN-10079 The Global Business Context Business of Organisations Data, Visualisation, and Decisions
Create frameworks for managing people effectively within diverse and remote teams, promoting ethical and inclusive practices.	The Business of Organisations - MAN-10073 The Business of Organisations

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
Reflect on their own personal effectiveness and strengths, engaging in proactive behaviours	Professional and Academic Development 1 - MAN-10071 Professional and Academic Development 1
Engage in networking activity with external bodies (such as organisations)	Professional and Academic Development 1 - MAN-10071 Professional and Academic Development 1
Demonstrate flexibility and agility.	Professional and Academic Development 1 - MAN-10071 Professional and Academic Development 1
Work effectively with information/ digital technology	Data, Decisions and Visualisation - MAN-10079 Data, Visualisation, and Decisions
Work with others effectively	Professional and Academic Development 1 - MAN-10071 The Business of Organisations - MAN-10073 Professional and Academic Development 1 Business of Organisations

Level 5

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
Concepts, theories and practices relating to the purpose of organisations include governance, competitive strategies, organisational structures, structures, mission, values, and culture, alongside functional areas such as strategy, marketing, finance, managing people and teams, and business operations.	Contemporary Business Operations - MAN-20205 Contemporary Business Operations
The complexities of the changing external business environment include political, economic, social, and technological factors, as well as drivers of change such as the international environment, trade and economics, societal change, technology, sustainability, and environmental awareness.	Contemporary Business Operations - MAN-20205 Contemporary Business Operations
Working with data to inform decision making.	Contemporary Business Operations - MAN-20205 Contemporary Business Operations
The process of ongoing professional development, including the ability to identify personal and professional strengths, growth opportunities, engage in continuous learning, and apply new skills and knowledge in practical contexts to enhance their career progression.	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Create frameworks for managing people effectively within diverse and remote teams, promoting ethical and inclusive practices.	Leading, Managing and Decent Work - MAN-20163 Leading, Managing and Decent Work
Develop systems for employee development, performance management, and conflict resolution.	Developing the HR Professional - MAN-20197 Developing the HR Professional
Operate HR practices that align with organisational objectives and external business environments.	Developing the HR Professional - MAN-20197 Developing the HR Professional
Propose and implement strategies to improve workplace dynamics and organisational culture.	Developing the HR Professional - MAN-20197 Developing the HR Professional

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Apply critical and analytical thinking to solve complex business problems, make informed decisions, and innovate by integrating business management theories with an understanding of political, economic, technological, and societal trends.	Leading, Managing and Decent Work - MAN-20163 Developing the HR Professional - MAN-20197 Contemporary Business Operations - MAN-20205 Leading, Managing and Decent Work Contemporary Business Operations Developing the HR Professional
Communicate ideas, data, and insights effectively by tailoring messages to context, media, and audience to engage stakeholders and drive organisational change.	Leading, Managing and Decent Work - MAN-20163 Developing the HR Professional - MAN-20197 Contemporary Business Operations - MAN-20205 Leading, Managing and Decent Work Contemporary Business Operations Developing the HR Professional

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Promote strategic and behavioural change in business by advocating for leadership practices and sustainable initiatives that align with ethical principles and the Sustainable Development Goals (SDGs).	Leading, Managing and Decent Work - MAN-20163 Developing the HR Professional - MAN-20197 Contemporary Business Operations - MAN-20205 Leading, Managing and Decent Work Contemporary Business Operations Developing the HR Professional
Develop and manage applied projects by planning, executing, managing resources, and adapting to feedback to achieve objectives in complex and dynamic environments.	Leading, Managing and Decent Work - MAN-20163 Developing the HR Professional - MAN-20197 Contemporary Business Operations - MAN-20205 Leading, Managing and Decent Work Contemporary Business Operations Developing the HR Professional
Demonstrate self-awareness of intellectual, professional, and personal resources to build a foundation for career management and continuous professional growth.	Leading, Managing and Decent Work - MAN-20163 Developing the HR Professional - MAN-20197 Contemporary Business Operations - MAN-20205 Leading, Managing and Decent Work Contemporary Business Operations Developing the HR Professional
Use ethical principles, sustainability considerations, and social responsibility to inform decision-making and develop strategies that align business practices with societal and environmental goals.	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Demonstrate an entrepreneurial mindset by identifying opportunities, refining business plans, and collaborating effectively to create shared value in diverse business contexts.	Contemporary Business Operations - MAN-20205 Contemporary Business Operations
Apply commercial awareness and enterprise skills to tackle organisational challenges, critically reflect on growth, and enhance professional capabilities.	Professional and Academic Development 2 - MAN-20199 Contemporary Business Operations - MAN-20205 Contemporary Business Operations Professional and Academic Development 2
Apply operational strategies, quality management approaches, and project management techniques to optimise processes, enhance business efficiency, and maintain high standards of quality.	Contemporary Business Operations - MAN-20205 Contemporary Business Operations
Compile and present academic and project achievements in a professional portfolio, articulating strengths and career preferences, and exploring innovative recruitment approaches.	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Develop comprehensive strategies to enhance organisational competitiveness and sustainability by aligning internal resources with external demands using strategic frameworks and data-driven insights.	Contemporary Business Operations - MAN-20205 Contemporary Business Operations
Undertake significant research or consultancy projects independently or in teams, demonstrating teamwork, project management, and the practical application of skills to address organisational challenges.	Leading, Managing and Decent Work - MAN-20163 Developing the HR Professional - MAN-20197 Contemporary Business Operations - MAN-20205 Leading, Managing and Decent Work Contemporary Business Operations Developing the HR Professional
Create frameworks for managing people effectively within diverse and remote teams, promoting ethical and inclusive practices.	Developing the HR Professional - MAN-20197 Developing the HR Professional
Develop systems for employee development, performance management, and conflict resolution.	Developing the HR Professional - MAN-20197 Developing the HR Professional
Operate HR practices that align with organisational objectives and external business environments.	Leading, Managing and Decent Work - MAN-20163 Leading, Managing and Decent Work

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Propose and implement strategies to improve workplace dynamics and organisational culture.	Leading, Managing and Decent Work - MAN-20163 Leading, Managing and Decent Work

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
Reflect on their own personal effectiveness and strengths, engaging in proactive behaviours	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Engage in networking activity with external bodies (such as organisations)	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Demonstrate flexibility and agility.	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Work effectively with information/ digital technology	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Manage their own learning, reflect on, and plan their own academic work thus demonstrating academic independence.	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2
Work with others effectively	Professional and Academic Development 2 - MAN-20199 Professional and Academic Development 2

Level 6

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
Concepts, theories and practices relating to the purpose of organisations include governance, competitive strategies, organisational structures, structures, mission, values, and culture, alongside functional areas such as strategy, marketing, finance, managing people and teams, and business operations.	Strategic Management - MAN-30167 Project - MAN-30185 Strategic Management Project
The complexities of the changing external business environment include political, economic, social, and technological factors, as well as drivers of change such as the international environment, trade and economics, societal change, technology, sustainability, and environmental awareness.	Strategic Management - MAN-30167 Project - MAN-30185 Strategic Management Project
Working with data to inform decision making.	Strategic Management - MAN-30167 Project - MAN-30185 Strategic Management Project
The process of ongoing professional development, including the ability to identify personal and professional strengths, growth opportunities, engage in continuous learning, and apply new skills and knowledge in practical contexts to enhance their career progression.	Professional and Academic Development 3 - MAN-30163 Professional and Academic Development 3
concepts, processes, and practices essential for managing people within work environments, including workforce planning, performance management, employee development, and the impact of individual, organisational, and contextual factors.	Human Resource Strategy and Practice - MAN-30165 Human Resource Strategy and Practice

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Apply critical and analytical thinking to solve complex business problems, make informed decisions, and innovate by integrating business management theories with an understanding of political, economic, technological, and societal trends.	Strategic Management - MAN-30167 Project - MAN-30185 Strategic Management Project
Communicate ideas, data, and insights effectively by tailoring messages to context, media, and audience to engage stakeholders and drive organisational change.	Professional and Academic Development 3 - MAN-30163 Strategic Management - MAN-30167 Strategic Management Professional and Academic Development 3 Project
Promote strategic and behavioural change in business by advocating for leadership practices and sustainable initiatives that align with ethical principles and the Sustainable Development Goals (SDGs).	Professional and Academic Development 3 - MAN-30163 Strategic Management - MAN-30167 Strategic Management Professional and Academic Development 3 Project

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Develop and manage applied projects by planning, executing, managing resources, and adapting to feedback to achieve objectives in complex and dynamic environments.	Professional and Academic Development 3 - MAN-30163 Strategic Management - MAN-30167 Project - MAN-30185 Strategic Management Project Professional and Academic Development 3
Demonstrate self-awareness of intellectual, professional, and personal resources to build a foundation for career management and continuous professional growth.	Professional and Academic Development 3 - MAN-30163 Professional and Academic Development 3
Use ethical principles, sustainability considerations, and social responsibility to inform decision-making and develop strategies that align business practices with societal and environmental goals.	Strategic Management - MAN-30167 Project - MAN-30185 Strategic Management Project
Demonstrate an entrepreneurial mindset by identifying opportunities, refining business plans, and collaborating effectively to create shared value in diverse business contexts.	Professional and Academic Development 3 - MAN-30163 Professional and Academic Development 3
Apply commercial awareness and enterprise skills to tackle organisational challenges, critically reflect on growth, and enhance professional capabilities.	Professional and Academic Development 3 - MAN-30163 Strategic Management - MAN-30167 Strategic Management Professional and Academic Development 3
Apply operational strategies, quality management approaches, and project management techniques to optimise processes, enhance business efficiency, and maintain high standards of quality.	Strategic Management - MAN-30167 Strategic Management
Compile and present academic and project achievements in a professional portfolio, articulating strengths and career preferences, and exploring innovative recruitment approaches.	Professional and Academic Development 3 - MAN-30163 Professional and Academic Development 3
Develop comprehensive strategies to enhance organisational competitiveness and sustainability by aligning internal resources with external demands using strategic frameworks and data-driven insights.	Strategic Management - MAN-30167 Strategic Management
Undertake significant research or consultancy projects independently or in teams, demonstrating teamwork, project management, and the practical application of skills to address organisational challenges.	Project - MAN-30185 Project
Create frameworks for managing people effectively within diverse and remote teams, promoting ethical and inclusive practices.	Human Resource Strategy and Practice - MAN-30165 Human Resource Strategy and Practice
Develop systems for employee development, performance management, and conflict resolution.	Human Resource Strategy and Practice - MAN-30165 Human Resource Strategy and Practice
Operate HR practices that align with organisational objectives and external business environments.	Human Resource Strategy and Practice - MAN-30165 Human Resource Strategy and Practice
Propose and implement strategies to improve workplace dynamics and organisational culture.	Human Resource Strategy and Practice - MAN-30165 Human Resource Strategy and Practice

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
reflect on their own personal effectiveness and strengths, engaging in proactive behaviours	Professional and Academic Development 3 - MAN-30163 Professional and Academic Development 3
engage in networking activity with external bodies (such as organisations)	Professional and Academic Development 3 - MAN-30163 Professional and Academic Development 3
demonstrate flexibility and agility.	Professional and Academic Development 3 - MAN-30163 Project - MAN-30185 Professional and Academic Development 3 Project
work effectively with information/ digital technology	Professional and Academic Development 3 - MAN-30163 Project - MAN-30185 Professional and Academic Development 3 Project
manage their own learning, reflect on, and plan their own academic work thus demonstrating academic independence.	Professional and Academic Development 3 - MAN-30163 Project - MAN-30185 Professional and Academic Development 3 Project
work with others effectively	Professional and Academic Development 3 - MAN-30163 Project - MAN-30185 Professional and Academic Development 3 Project

9. Final and intermediate awards

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

BA (Hons) Business Management with Human Resources	360 credits	You will require at least 120 credits at levels 4, 5 and 6 You must accumulate at least 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

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

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

Entrepreneurship Year option: in addition to the above students must pass a non-credit bearing module covering the entrepreneurship year in order to graduate with a named degree including the 'with Entrepreneurship Placement Year' wording. Students who do not complete, or fail the entrepreneurship year, will be transferred to the three-year version of the programme.

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:

- Assignment
- Class Test
- Competence assessment
- Creative Brief
- Dissertation
- Dissertation Plan
- Essay
- Essay Plan
- Examination (Exam)
- Exercise
- Externally Developed Assessment
- Flexible Class Test
- Group Assignment
- Literature Review
- Listening Assessment
- Marketing Plan
- Placement
- Podcast
- Portfolio
- Poster
- Practice-based Assessment
- Professional Development
- Presentation
- Project
- Reflective Diary
- Report
- Research Paper
- Research Proposal
- Research Report
- Review
- Video Blog
- Viva
- Workbook
- Website

Our approach to assessment aligns with the Keele University Assessment and Feedback Code of Practice, ensuring that a diverse range of methods that are directly linked to programme-level learning outcomes and reflect real-world practices. We emphasise the importance of authentic assessments that replicate tasks students might encounter in their future careers, promoting critical thinking, creativity, and problem-solving abilities. Assessments are also designed to be inclusive and supportive of different learning needs, offering flexibility in how students can demonstrate their achievements.

Feedback is integrated throughout the assessment process to support your learning and development. Our approach ensures that feedback is meaningful, constructive, and provided promptly, allowing you to reflect on your performance and apply suggestions to future assessments. Feedback comes in various forms, including written, audio, and video, and is aligned with the criteria of each assessment to give you clear guidance on how to improve. By engaging with feedback, you can enhance your understanding of assessment standards, develop your skills, and take an active role in your learning journey.

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)	16.3%	83.7%	0%
Year 2 (Level 5)	16.1%	83.9%	0%
Year 3 (Level 6)	14.4%	85.6%	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/>

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.

English for Academic Purposes

Please note: All new international students entering the university will provide a sample of Academic English during their registration. Using this sample, the Language Centre may allocate you to an English language module which will become compulsory. This will replace any GCP modules. *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 modules in the same academic year.

English Language Modules at Level 4:

- Business - ENL-90003 Academic English for Business Students (Part 1); ENL-90004 Academic English for Business Students (2)
- Science - ENL-90013 Academic English for Science Students
- General - ENL-90006 English for Academic Purposes 2; ENL-90001 English for Academic Purposes 3; ENL-90002 English for Academic Purposes 4

English Language Modules at Level 5:

- Business - ENL-90003 Academic English for Business Students (Part 1); ENL-90004 Academic English for Business Students (2)
- Science - ENL-90013 Academic English for Science Students
- General - ENL-90006 English for Academic Purposes 2; ENL-90001 English for Academic Purposes 3; ENL-90002 English for Academic Purposes 4

English Language Modules at Level 6:

- Business - ENL-90003 Academic English for Business Students (Part 1); ENL-90004 Academic English for Business Students (2); ENL-90005 Advanced Business English Communication
- Science - ENL-90013 Academic English for Science Students
- General - ENL-90006 English for Academic Purposes 2; ENL-90001 English for Academic Purposes 3; ENL-90002 English for Academic Purposes 4

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: <https://www.keele.ac.uk/ga/programmesandmodules/recognitionofpriorlearning/>

15. How are students supported on the programme?

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

- Module tutors are responsible for providing support for learning on the modules. They also give individual feedback on module assessments and more general feedback on examinations.
- Every student is allocated to an Academic Mentor who is responsible for reviewing and advising on students' academic progress.
- Academic Mentors also act as a first point of contact for students on non-academic issues that may affect their learning and can refer students on to a range of specialist health, welfare and financial services co-ordinated by the University's Student Services.
- Student Voice Representatives - provide a focus for issues at module and year level to be raised.
- 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.
- All members of teaching staff of Keele Business School 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. In addition to this, students undertaking the placement degree programme will be provided with an academic tutor, based at Keele. Support offered will ensure the appropriateness of the placement prior to starting the Placement Year, 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.

Students may work with external organisations who partner with KBS for learning purposes.

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.

17. Other Learning Opportunities

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 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 in the Annex for the International Year.

Work Placement Year

Students have the opportunity to apply directly for the 4-year 'with Work 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. Eligibility rules are included in the Annex.

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

International students who require a Tier 4 visa must check with the Immigration Compliance Team prior to commencing any form of placement.

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

18. Additional Costs

Optional costs

There may be optional costs that students can choose to incur to enhance their learning experience. These are not required to complete the course. Details of these optional costs are outlined below to help you plan accordingly.

Travel/subsistence for client visits or business engagement you choose to undertake.

Discretionary project expenses (e.g. travel for interviews, data purchase).

Optional UK/international study visits (including travel, accommodation, insurance).

Optional professional memberships/certifications, competitions, conferences, and any premium software or equipment you elect to use are also at your own cost. There will also be some cost related to graduation.

Funding or subsidies may occasionally be offered but are not guaranteed and may change from year to year. The School may amend or withdraw optional activities if needed necessary.

Work Placement Year Costs

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.

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

Students may also incur general expenses related to university study, such as for printing, textbooks and other materials. Students who undertake a placement may be responsible for additional costs, such as travel, accommodation, and subsistence costs. For further information, please refer to the [additional costs](#) information.

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 Revalidation process.

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

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

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

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

Information about current external examiner(s) can be found here:

<http://www.keele.ac.uk/qa/externalexaminers/currentexternalexaminers/>

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:

a. UK Quality Code for Higher Education, Quality Assurance Agency for Higher Education:

<http://www.qaa.ac.uk/quality-code>

b. QAA Subject Benchmark Statement: Business and Management

<https://www.qaa.ac.uk/the-quality-code/subject-benchmark-statements/subject-benchmark-statement-business-and-management>

c. Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

The programme has been designed to meet the AACSB Standards.

21. Annex - International Year

BA (Hons) Business Management with Human Resources with International Year

International Year Programme
<p>Students registered for this Single Honours programme may either be admitted for or apply to transfer during their period of study at Level 5 to the International Year option. Students accepted onto this option 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.</p> <p>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 standard programme and progress to Level 6 on that basis. The failure will be recorded on the student's final transcript.</p> <p>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 the International Year option.</p>
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 55% across all modules in Semester 1 at Level 5 is normally required. Places on the International Year are then conditional on achieving an average mark of 55% across all Level 5 modules. Students with up to 15 credits of re-assessment who meet the 55% requirement may progress to the International Year. Where no Semester 1 marks have been awarded performance in 1st year marks and ongoing 2nd year assessments are taken into account)
- 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 Academic Mentor, 1st and 2nd year tutors and programme director)

Students may not register for both an International Year and a Placement Year.

Student Support

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

- Phone or MS Teams conversations with Study Abroad tutor, in line with recommended Academic Mentoring meeting points.
- Support from the University's Global Opportunities 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:

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

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.

Regulations

Students registered for the International Year are subject to the programme-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 module with significant overlap to the Level 6 modules they will study 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 who meet external eligibility criteria may be eligible for grants as part of this programme. Students studying outside of this programme may be eligible 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.

22. Annex - Work Placement Year

BA (Hons) Business Management with Human Resources with Work Placement Year

Work Placement Year summary

Students registered for this programme may either be admitted for or apply to transfer during their studies to the 'with Work Placement Year' option (NB: for Combined Honours students the rules relating to the work placement year in the subject where the placement is organised are to be followed). Students accepted onto this programme will have an extra year of study (the Work Placement Year or Entrepreneurship Year) with a relevant placement provider after they have completed Year 2 (Level 5) at Keele.

Students who successfully complete both the second year (Level 5) and the Work Placement Year will be permitted to progress to Level 6. Students who fail to satisfactorily complete the Work Placement Year will normally revert to the 3-year programme 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 the Work Placement Year option.

Work Placement Year Programme Aims

In addition to the programme aims specified in the main body of this document, the Work Placement Year aims to provide students with:

1. The opportunity to carry out a long-term placement based learning experience (minimum 30 weeks equivalent of full-time work) between Years 2 and 3 (Levels 5 and 6) of their degree programme.

Entry Requirements for the Work Placement Year

Admission to the Work Placement Year is subject to successful application, interview and references from appropriate staff. Students have the opportunity to apply directly for the 4-year 'with work placement year' degree programme, or to transfer onto the 4-year 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 the year-long work placement. Students who fail to pass the work placement year, and those who fail to meet the minimum requirements of the work placement year module, (* or equivalent, work placement), will be automatically transferred onto the 3-year degree programme.

* We recommend where possible students undertake a placement of between 9 - 12 months on a full-time basis to maximize academic and personal growth. However, the Work Placement Year mandates a minimum of 24 weeks in duration, ideally on a full-time basis, but no less than 21 hours per week. This enables those undertaking an unpaid placement to work on a part-time basis alongside.

The criteria to be applied are:

- A good University attendance record and be in 'good academic standing'.
- Academic Performance (an average of 50% across all modules in Semester 1 at Level 5 is normally required. Places on the Work Placement Year are then conditional on achieving an average mark of 50% across all Level 5 modules. Students with up to 15 credits of re-assessment who meet the 50% requirement may progress to the Work Placement Year. Where no Semester 1 marks have been awarded performance in 1st year marks and ongoing 2nd year assessments are taken into account).
- Students undertaking work placements will be expected to complete a Health and Safety checklist prior to commencing their work experience and will be required to satisfy the Health and Safety regulations of the company or organisation at which they are based.
- (*International students only*) Due to visa requirements, it is not possible for international students who require a Tier 4 Visa to apply for direct entry onto the 4-year with Work Placement Year degree programme. Students wishing to transfer onto this programme should discuss this with student support, the academic tutor for the work placement year, and the Programme Lead. Students should be aware that there are visa implications for this transfer, and it is the student's responsibility to complete any and all necessary processes to be eligible for this programme. There may be additional costs, including applying for a new Visa from outside of the UK for international students associated with a transfer to the work placement programme.

Students may not register for both an International Year and a Work Placement Year.

Student Support

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

- Regular contact between the student and a named member of staff who will be assigned to the student as their University supervisor. The University supervisor will be in regular contact with the student throughout the year, and be on hand to provide advice (pastoral or academic) and liaise with the Placement supervisor on the student's behalf if required.
- Two formal contacts with the student during the placement year: the University supervisor will visit the student in their placement organisation at around 5 weeks after the placement has commenced, and then visit again (or conduct a telephone/video call tutorial) at around 15 weeks into the placement.
- Weekly supervision sessions will take place with the placement supervisor (or his/her nominee) throughout the duration of the placement.

Learning Outcomes

In addition to the learning outcomes specified in the main text of the Programme Specification, students who complete the 'with Work Placement Year' option will be able to:

- 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;
- Develop, through practice on placement, the employment-related skills identified through their SWOT analysis and Intended Learning Outcomes;
- Reflect on and apply academic themes, concepts and theory as explored at Level 4 and Level 5 to complex real situations on work placement;
- Reflect on and critically evaluate their learning from the work placement and previous learning;
- Explain how their chosen professional or placement sector operates and what skills are needed to develop their career.

These learning outcomes will be assessed through the non-credit bearing Work Placement Year module (MAN-30068) which involves:

- the submission of two portfolios of evidence, one at the beginning of the placement (usually after six weeks into the placement) and one at the end of the placement and before the start of their final year of undergraduate studies.

Regulations

Students registered for the 'with Work Placement Year' option are subject to programme-specific regulations (if any) and the University regulations. In addition, during the Work Placement Year, the following regulations will apply:

- Students undertaking the Work Placement Year must successfully complete the zero-credit rated Work Placement Year module (MAN-30068)
- In order to ensure a high quality placement experience, each placement agency will sign up to a placement contract (analogous to a service level agreement).
- Once a student has been accepted by a placement organisation, the student will make a pre-placement visit and a member of staff identified within the placement contract will be assigned as the placement supervisor. The placement supervisor will be responsible for ensuring that the placement experience meets the agreed contract agreed with the University.
- The placement student will also sign up an agreement outlining his/her responsibilities in relation to the requirements of each organisation.

Students will be expected to behave professionally in terms of:

(i) conforming to the work practices of the organisation; and

(ii) remembering that they are representatives of the University and their actions will reflect on the School and have an impact on that organisation's willingness (or otherwise) to remain engaged with the placement.

Additional costs for the Work Placement Year

Tuition fees for students on the Work Placement Year will be charged at 20% of the annual tuition fees for that year of study, as set out in Section 1. The Work Placement 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 placement provider, accommodation, food and personal costs. Depending on the placement provider additional costs may include parking permits, travel and transport, suitable clothing, DBS checks, and compulsory health checks.

A small stipend may be available to students from the placement provider during the placement but this will need to be explored on a placement-by-placement basis as some organisations, such as charities, may not have any extra money available. Students should budget with the assumption that their placement will be unpaid.

Eligibility for student finance will depend on the type of placement and whether it is paid or not. If it is paid, this is likely to affect student finance eligibility, however if it is voluntary and therefore unpaid, should not affect student finance eligibility. Students are required to confirm eligibility with their student finance provider.

International students who require a Tier 4 visa should check with the Immigration Compliance team prior to commencing any type of paid placement to ensure that they are not contravening their visa requirements.

23. Annex - Entrepreneurship Year

BA (Hons) Business Management with Human Resources with Entrepreneurship Year

Entrepreneurship Year summary

Students registered for this programme may either be admitted for or apply to transfer during their studies to the 'with Entrepreneurship' option (NB: for Combined Honours students the rules relating to the Entrepreneurship year in the subject where the placement is organised are to be followed). Students accepted onto this programme will have an extra year of study (the Entrepreneurship Year) located within the Incubation Hub at Keele after they have completed Year 2 (Level 5) at Keele.

Students who successfully complete both the second year (Level 5) and the Entrepreneurship Year will be permitted to progress to Level 6. Students who fail to satisfactorily complete the Entrepreneurship Year will normally revert to the 3-year programme 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 the Entrepreneurship Year option.

Entrepreneurship Year Programme Aims

In addition to the programme aims specified in the main body of this document, the Entrepreneurship Year aims to provide students with:

1. The opportunity to develop a business idea into a live enterprise project within Keele's incubator for a minimum of 30 weeks (full-time equivalent work) but can be longer with access to expertise from Entrepreneurs in Residence

Entry Requirements for the Entrepreneurship Year

Students have the opportunity to apply directly for the 4-year 'with entrepreneurship year' degree programme, or to transfer onto the 4-year 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 the entrepreneurship. Students who fail to pass the entrepreneurship year, and those who fail to meet the minimum requirements of the entrepreneurship year module (minimum 30 weeks full time (1,050 hours), or equivalent activity within the incubator), will be automatically transferred onto the 3-year degree programme. The criteria to be applied are:

- A good University attendance record and be in 'good academic standing'.
- A suitable business idea and demonstration of ability to benefit from time in the incubator, assessed through the submission of a proposal, presentation and interview during year 2.
- Students who require a Study Visa to undertake the programme in the UK (including Tier 4) are not able to add in an Entrepreneurship Year due to UK Home Office (UKVI) restrictions. If a student has existing Immigration permission (Visa) to be in the UK, they may be able to carry out entrepreneurship activities depending upon the specific conditions of their visa category.

Students may not register for Entrepreneurship Year if already enrolled on either the International Year or a Work Placement Year.

Student Support

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

- Students are supported throughout the year by the administrative lead and academic lead of the entrepreneurship module. There will also be a programme of support offered by the Entrepreneurs in Residence.
- Students also have access to various guides in terms of their assessment via KLE as well as the opportunity for 1-2-1 meetings with the academic lead to discuss their progress.

Learning Outcomes

In addition to the learning outcomes specified in the main text of the Programme Specification, students who complete the 'Entrepreneurship Year' option will be able to:

1. Create an innovative business venture and critically evaluate its potential viability
2. Demonstrate understanding of the barriers to start-up enterprise growth and success
3. Evaluate and apply a range of strategic decisions to maximise the viability of the start up
4. Reflect on one's own entrepreneurial knowledge, skills, behaviour, and learning process

These learning outcomes will be assessed through the non-credit bearing Entrepreneurship Year module (MAN-30075) which involves:

the submission of a portfolio of evidence demonstrating the activities and learning taken place during the year and a detailed synopsis of how the business idea has progressed.

Regulations

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

Students undertaking the Entrepreneurship Year must successfully complete the zero-credit rated 'Entrepreneurship Year' module (MAN-30075)

Students will be expected to behave professionally in terms of:

- (i) conforming to the work practices of the incubation hub

Additional costs for the Entrepreneurship Year

Tuition fees for students on the Entrepreneurship Year will be charged at 20% of the annual tuition fees for that year of study, as set out in Section 1. The Entrepreneurship 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 accommodation, food and personal costs.

Version History

This document

Date Approved: 10 April 2026

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1	2025/26	CAROLA WEISSMEYER	26 March 2025	