

Programme Specification: Undergraduate

For Academic Year 2026/27

1. Course Summary

Names of programme and award title(s)	MBus Business and Management [Top-Up Degree]
Award type	Single Honours (Masters)
Mode of study	Full-time
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Normal length of the programme	2 years
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>

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 an Integrated Master's programme?

This programme is a two-year integrated degree designed for students entering with prior Level 5 qualifications (e.g., HND or equivalent). The programme provides direct entry at Level 6, followed by a Level 7 integrated Master's year, enabling students to graduate with an Integrated Master's award upon successful completion of both stages.

3. Overview of the Programme

The Integrated Master's in Business and Management is a two-year top-up programme designed specifically for

students who have successfully completed a relevant Level 5 qualification, such as a Higher National Diploma (HND), Foundation Degree, or an international equivalent. It is intended for ambitious learners seeking a direct and accelerated route to a Master's-level qualification without undertaking a full four-year undergraduate degree.

The programme offers a progression from undergraduate to postgraduate study, integrating Level 6 and Level 7 learning within a single academic programme. It is particularly suited to international students and those from transnational education pathways who wish to enhance their academic credentials and global employability through an intensive, structured two-year experience.

In your first year of study (Level 6) you will consolidate your knowledge through core business and management modules, including Strategic Management and Contemporary Global Topics as well as develop an individual study project. You will engage with entrepreneurship and innovation through the Create a Venture module.

Students who meet the required progression standard then advance into the second year of study (Level 7), where they develop advanced strategic, leadership, and analytical capabilities. The postgraduate component includes three taught modules reflecting a range of business and management specialisms as well as the Individual Study Project. These modules are designed to prepare you for the challenges of global leadership and organisational transformation.

You will exit with an Integrated Master's in Business and Management, a qualification that combines the applied focus of a business degree with the analytical depth and strategic thinking of a postgraduate programme. The structure ensures that you are not only academically prepared for high-level professional roles but are also equipped with the global, digital, and reflective skills needed to thrive in contemporary business environments.

4. Aims of the programme

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

- Enable students to consolidate prior learning and rapidly progress to postgraduate-level study through a structured curriculum that combines Level 6 content and Level 7 modules.
- Develop a critical understanding of contemporary organisations, their strategic management, leadership practices, and the global, digital, and ethical contexts in which they operate.
- Equip students with the ability to analyse and apply business and management theories to complex, real-world organisational challenges across sectors and cultures.
- Foster entrepreneurial mindsets, innovation, and change-readiness through applied learning and exposure to live business scenarios.
- Build advanced academic and professional skills through consultancy-style assessments, team projects, reflective practice, and an Independent Study Project at Level 7.
- Prepare students for leadership roles, further postgraduate research, or career progression by developing their strategic thinking, analytical capabilities, and personal effectiveness in a compressed timeframe.
- Support the development of responsible, inclusive, and globally aware business professionals, ready to navigate the challenges of sustainability, digital transformation, and cross-cultural 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

By the end of the programme, students will be able to:

- Evaluate the relevance and limitations of strategic management theories and frameworks, and their application to real-world organisational contexts across industries and geographies.
- Evaluate the dynamics of innovation, change, and globalisation in shaping business decision-making and long-term value creation.
- Critically evaluate the role of leadership, culture, and people management in diverse, international, and ethically complex environments.
- Synthesise knowledge across disciplines to address multifaceted business problems, drawing on strategic, operational, and human-centred perspectives.

Subject specific skills

By the end of the programme, students will be able to:

- Apply advanced business and management concepts to diagnose organisational issues and recommend evidence-based strategic solutions.
- Design, implement, and critically reflect on a substantial professional or consultancy-style project, demonstrating methodological rigour, ethical awareness, and independent research skills.
- Analyse competing perspectives on leadership, change, and organisational behaviour to inform inclusive and sustainable management practice.
- Use data, case studies, and theoretical models to evaluate the effectiveness of business strategies and interventions in global and volatile environments.

Key or transferable skills (including employability skills)

By the end of the programme, students will be able to:

- Communicate clearly and persuasively in different formats for a range of academic, professional, and organisational audiences.
- Work effectively both independently and collaboratively, demonstrating cultural awareness, emotional intelligence, and leadership within diverse teams.
- Reflect critically on personal learning and development, setting meaningful goals for career progression or further academic study.
- Use digital tools and platforms confidently for research, data analysis, project management, and professional presentation.
- Respond adaptively to feedback, uncertainty, and complexity — showing initiative, resilience, and a growth mindset suited to graduate employment or further postgraduate research.

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?

Learning and teaching on the Integrated Master's in Business and Management reflects the accelerated nature of the programme and supports students transitioning directly into Level 6 study. The approach is practice-informed, digitally supported, and designed to enable students to apply business and management theory to real organisational challenges.

Students engage in a structured blend of guided teaching, interactive workshops, peer learning, and independent study. Teaching methods vary by module and level, but typically include:

- Lectures which introduce key theories and frameworks and are supported by guided reading and digital resources for independent study. These sessions are interactive, incorporating polls, group problem-solving, and short activities to reinforce key concepts and promote engagement.
- Seminars and workshops are designed to encourage discussion, debate and the practical application of ideas. Students are expected to contribute actively, often working in groups to analyse real-world cases or develop proposals. Peer-to-peer learning is embedded through collaborative tasks, informal presentations and feedback exchanges.
- Problem-based tutorials focus on current management issues or scenarios. Students are expected to prepare in advance and contribute to collective problem-solving, supported by tutors. These sessions develop analytical thinking and decision-making skills in realistic contexts.
- Digital tools and platforms are embedded across the curriculum. Students use learning technologies to access content, collaborate with peers, complete formative tasks, and engage with case-based or data-driven assignments. The Keele Learning Environment (KLE) is used to deliver interactive materials, online exercises and discussion forums, providing flexibility and continuity across learning modes.
- Independent study is a central part of the programme. Students are expected to take responsibility for preparing for taught sessions, completing directed tasks, and researching topics for coursework. At Level 7, students undertake an Individual Study Project (ISP), in which they are responsible for selecting and defining their own research topic, designing and delivering an original investigation into a contemporary business or management issue.

Assessment methods are varied and reflect real-world business practices. These include reports, case analyses, reflective writing, presentations, digital content, and extended project work. Assessments are designed to promote critical thinking, practical application and academic rigour, while supporting progression across both years of the programme.

Students are supported throughout by academic mentors and module tutors. One-to-one meetings, developmental feedback, and optional skills workshops (e.g. in academic writing, research methods and digital presentation) are available.

The learning experience is intentionally applied, collaborative and reflective. It enables students to build expertise in contemporary management issues, apply their learning to organisational contexts, and graduate with the skills and confidence needed for professional or postgraduate advancement.

7. Teaching Staff

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

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

The University will attempt to minimise changes to our core teaching teams, however, delivery of the programme depends on having a sufficient number of staff with the relevant expertise to ensure that the programme is taught to the appropriate academic standard.

Staff turnover, for example where key members of staff leave, fall ill or go on research leave, may result in changes to the programme's content. The University will endeavour to ensure that any impact on students is limited if such changes occur.

8. What is the structure of the programme?

The academic year runs from September to June and is divided into two semesters. 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 May in each year of study. 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.

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

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

Year	Compulsory	Optional	
		Min	Max
Level 6	90	30	30
Level 7	120	0	0

Module Lists

Level 6

Compulsory modules	Module Code	Credits	Period
Strategic Management	MAN-30167	30	Semester 1
Contemporary Global Business Topics	MAN-30169	30	Semester 1
Project	MAN-30185	30	Semester 2

Optional modules	Module Code	Credits	Period
Create a New Venture	MAN-30135	30	Semester 2
Employability and Future Work	MAN-30191	30	Semester 2

Level 7

Compulsory modules	Module Code	Credits	Period
Managing People, Products, and Organisations	MAN-40373	30	Semester 1
Strategy, Innovation, and Change	MAN-40375	30	Semester 1
International Strategy and Operations	MAN-40367	30	Semester 2
MSci Individual Study Project (ISP)	MAN-40431	30	Semester 2

Learning Outcomes

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

Subject Knowledge and Understanding	
Learning Outcome	Module in which this is delivered
Evaluate the relevance and limitations of strategic management theories and frameworks, and their application to real-world organisational contexts across industries and geographies.	Strategic Management - MAN-30167 Contemporary Global Business Topics - MAN-30169 International Strategy and Operations - MAN-40367 Strategy, Innovation, and Change - MAN-40375
Evaluate the dynamics of innovation, change, and globalisation in shaping business decision-making and long-term value creation.	Create a New Venture - MAN-30135 Contemporary Global Business Topics - MAN-30169 International Strategy and Operations - MAN-40367 Strategy, Innovation, and Change - MAN-40375
Critically evaluate the role of leadership, culture, and people management in diverse, international, and ethically complex environments.	Strategic Management - MAN-30167 International Strategy and Operations - MAN-40367 Managing People, Products, and Organisations - MAN-40373
Synthesise knowledge across disciplines to address multifaceted business problems, drawing on strategic, operational, and human-centred perspectives.	Strategic Management - MAN-30167 Contemporary Global Business Topics - MAN-30169 Project - MAN-30185 Employability and Future Work - MAN-30191 Managing People, Products, and Organisations - MAN-40373 Strategy, Innovation, and Change - MAN-40375 MSci Individual Study Project (ISP) - MAN-40431

Subject Specific Skills	
Learning Outcome	Module in which this is delivered
Apply advanced business and management concepts to diagnose organisational issues and recommend evidence-based strategic solutions.	Create a New Venture - MAN-30135 Strategic Management - MAN-30167 Project - MAN-30185 Managing People, Products, and Organisations - MAN-40373 Strategy, Innovation, and Change - MAN-40375
Design, implement, and critically reflect on a substantial professional or consultancy-style project, demonstrating methodological rigour, ethical awareness, and independent research skills.	Project - MAN-30185 Employability and Future Work - MAN-30191 MSci Individual Study Project (ISP) - MAN-40431
Analyse competing perspectives on leadership, change, and organisational behaviour to inform inclusive and sustainable management practice.	Strategic Management - MAN-30167 Contemporary Global Business Topics - MAN-30169 International Strategy and Operations - MAN-40367 Managing People, Products, and Organisations - MAN-40373
Use data, case studies, and theoretical models to evaluate the effectiveness of business strategies and interventions in global and volatile environments.	Create a New Venture - MAN-30135 Contemporary Global Business Topics - MAN-30169 Project - MAN-30185 Strategy, Innovation, and Change - MAN-40375 MSci Individual Study Project (ISP) - MAN-40431

Key or Transferable Skills (graduate attributes)	
Learning Outcome	Module in which this is delivered
Communicate clearly and persuasively in different formats for a range of academic, professional, and organisational audiences.	Create a New Venture - MAN-30135 Project - MAN-30185 Employability and Future Work - MAN-30191 International Strategy and Operations - MAN-40367 MSci Individual Study Project (ISP) - MAN-40431
Work effectively both independently and collaboratively, demonstrating cultural awareness, emotional intelligence, and leadership within diverse teams.	Create a New Venture - MAN-30135 Employability and Future Work - MAN-30191 International Strategy and Operations - MAN-40367 Managing People, Products, and Organisations - MAN-40373
Reflect critically on personal learning and development, setting meaningful goals for career progression or further academic study.	Project - MAN-30185 Employability and Future Work - MAN-30191 MSci Individual Study Project (ISP) - MAN-40431
Use digital tools and platforms confidently for research, data analysis, project management, and professional presentation.	Create a New Venture - MAN-30135 Project - MAN-30185 Employability and Future Work - MAN-30191 MSci Individual Study Project (ISP) - MAN-40431
Respond adaptively to feedback, uncertainty, and complexity — showing initiative, resilience, and a growth mindset suited to graduate employment or further postgraduate research.	Strategic Management - MAN-30167 Project - MAN-30185 Employability and Future Work - MAN-30191 International Strategy and Operations - MAN-40367 MSci Individual Study Project (ISP) - MAN-40431

9. Final and intermediate awards

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

Integrated Master's Degree (Top-Up)	240 credits	120 credits at Level 6 (entry year) 120 credits at Level 7 (Integrated Master's year)
Bachelor's Honours Degree (BA) (early exit award only)	120 credits	120 credits at Level 6

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:

- Group Assignment
- Report
- Video Presentation
- Essay
- Portfolio
- Case Study
- Skills analysis
- Creative Brief
- Reflective essay
- Proposal

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

11. Contact Time and Expected Workload

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

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

Activity

	Scheduled learning and teaching activities	Guided independent Study	Placements
Year 1 (Level 6)	14%	86%	0%
Year 2 (Level 7)	12.8%	87.2%	0%

12. Accreditation

This programme does not have accreditation from an external body.

13. University Regulations

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

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

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

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

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

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

English for Academic Purposes

Please note: All new international students entering the university will sit a diagnostic language assessment. Using this assessment, 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.

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/qa/programmesandmodules/recognitionofpriorlearning/>

15. How are students supported on the programme?

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

- Module leaders are responsible for providing support for learning on the modules and in the tutorial groups for which they are responsible. They also give individual feedback on in-course assessments and more general feedback on examinations.
- Module leaders have set student consultation hours each week and students are encouraged to attend these hours to get specific help and support for their learning. Module leaders are available to see students at other times by appointment (usually via email).
- The Programme Director assumes responsibility for monitoring overall student progress through the subject, undertaking progress reviews and providing a general point of contact for students on the programme.
- Academic mentors support academic progress, help students reflect on their goals, and signpost them to specialist services when needed.
- Student Experience and Support Officer (SESO) who is part of the Student Experience & Support team embedded within each faculty or school and provides advice, guidance, and one-to-one support to students on academic, welfare, and personal issues.
- Additional help for international students is also available from the Language Centre. Students for whom English is not their first language are offered language classes, facilities and services by the University's Language Centre. In addition to credit-bearing modules on English for academic study, students also have access to one-to-one tutorials for individual help and advice, and to a wealth of resources for self-study and practice.
- Student Voice Representatives - provide a focus for issues at module and year level to be raised. All members of teaching staff on the programme are available to see students during office hours, if available, and by appointment.

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 ebooks, together with electronic access to a wide variety of relevant academic journals.

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

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

17. Other Learning Opportunities

In addition to the taught curriculum, students on the Integrated Master's in Business and Management have access to a range of structured and informal learning opportunities designed to enhance their academic, professional, and personal development.

These include:

- **Business Engagement Events**
Keele Business School regularly hosts guest lectures, employer panels, and industry networking events. These sessions give students direct exposure to professionals working in areas such as strategy, HRM, consultancy, and digital business.
- **Workshops on Academic and Digital Skills**
Students can attend optional workshops on topics like critical writing, research methods, using Bloomberg and other business databases, and producing digital content.
- **Careers and Employability Support**
Students benefit from targeted sessions with the Keele Careers and Employability team, including CV clinics, mock interviews, application advice, and tailored sessions for international students exploring UK and global job markets.
- **Volunteering and Peer Mentoring**
Opportunities exist to engage in student mentoring schemes, join university committees, or contribute to student-led business societies. These activities help build leadership, communication, and collaboration skills.
- **Online Learning Tools and Platforms**
Beyond the Keele Learning Environment (KLE), students have access to tools such as LinkedIn Learning, business simulations, and virtual case competitions that extend learning beyond scheduled classes.
- **Global Perspectives and Intercultural Learning**
As a diverse cohort, students benefit from working with peers from different countries and professional backgrounds. Activities within and outside the curriculum foster intercultural awareness and global mindsets.

These opportunities are not credit-bearing but are highly encouraged as part of the Keele Graduate Attributes and the wider development of responsible, employable, and entrepreneurial business professionals.

18. Additional Costs

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

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 on the programme is considered and acted on at regular meetings of the Student Staff Voice Committee.

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

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

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

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

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: **Bachelor's Degree (2023): [Subject Benchmark Statement - Business and Management](#)**
- c. **Master's Degree (2023): [Subject Benchmark Statement: Master's Degrees in Business and Management](#)**
- d. Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

Version History

This document

Date Approved: 23 June 2026

Previous documents

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