



Information for students: the programme specification is the definitive document summarising the structure and content of your degree programme. It is reviewed and updated every year as part of Keele's Curriculum Annual Review and Development process. The document aims to clarify to potential and current students what you can expect from the study of the subject over the course of your programme.

Names of programme(s) and award title(s)	Master of Business Administration (MBA)
Mode of study	Part-time/block release
Framework of Higher Education Qualification (FHEQ) level of final award	Level 7
Duration:	Two years part time

Details of professional, statutory and regulatory body (PSRB) (If appropriate):

<http://www.keele.ac.uk/qa/professionalstatutoryregulatorybodies/>

External Examiner(s): Further information can be found at:

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

1. What is the philosophy of the Programme?

This is an employer-responsive work-based learning programme for the development of strategic leaders across the private, public and third sectors. It aims to provide a robust grounding in distinct areas of senior management and leadership by enhancing your knowledge and understanding of key theoretical debates alongside practitioner concerns.

The programme is distinctive from other master's programmes in that it builds on the employer-defined knowledge, skills and behaviours, leading to assessment which is focused on applying learning from the programme into the practical work setting. The assessments are designed to be flexible to the needs of the learner and the organisation.

Aims:

To develop senior leaders from public, private and not-for-profit organisations who are equipped with the knowledge and skills to lead contemporary organisations in an ethical and sustainable way. Leaders should be able to employ strategic, critical and creative thinking to seek solutions and make sound choices within an ever changing and ambiguous business environment. The programme is structured to enable reflective learning, seeking to build on your past experience and current work challenges along with peer-to-peer engagement and learning.

The programme offers a rigorous understanding of the key disciplines of management and leadership, offering managers an in-depth understanding of how the organisation operates, providing understanding of functional disciplines and how they relate to one another.

The programme provides a deep intellectual appreciation of the complexity of the rapidly changing organisational context, interconnected across international and national boundaries, incorporating a diverse range of stakeholders and maximising value for these stakeholders, sustainably, for now and the future.

Intended learning outcomes

a) Knowledge:

1. To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests.
2. Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.
3. Develop a critical understanding of managerial processes and have knowledge about how to 'get things done' in what are often complex and messy work environments.
4. Explain the main forms of innovation and change impacting on contemporary organisations, identifying ways of managing change and appreciating the challenges and complexity of managing during times of change.
5. Outline the value and challenges to innovation, creativity, entrepreneurial and entrepreneurial behaviour.
6. Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.
7. Develop awareness of the impact of environmental forces on organisations, including political, environmental, sociological, macro-economic, ethical, legal, technological and social at the local, national and international level.
8. Outline the key areas of operations within an organisation, the inter-relationship between functions and how they contribute to effective business management.
9. Develop a systematic understanding of the uses and limitations of a range of research methods and an understanding of their strengths and weaknesses for providing information and evaluating options within management.
10. Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.

b) Skills

1. Ability to assess and contribute to the development of the strategic position of your organisation.
2. Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.
3. Ability to recognise the need for change and the skill to initiate and manage that change process effectively
4. Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.
5. Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.
6. Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.

7. Ability to work effectively within a group both as a team member and leader, clarifying tasks, maximising use of capabilities and resources, handling conflict with confidence and sensitivity to the value of diversity.
8. Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.
9. Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation, risk management and project management.
10. Think critically and be creative – organise your thoughts, analyse, synthesise and critically appraise. Develop the capability to identify assumptions, evaluate information, define terms adequately and generalise appropriately.
11. The ability to create, evaluate and assess a range of options together with the capacity to apply understanding to a range of situations in conditions of limited knowledge or uncertainty.
12. Analyse complex business problems from a range of perspectives using appropriate knowledge and theory to critically evaluate options including the implications of trade-offs and the development of appropriate sustainable and socially aware strategies.
13. Demonstrate reflective practice, self-awareness and self-management.

c) *Transferable skills*

1. Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values
2. Valuing difference
3. Effective use of communication and information technology
4. Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques
5. Numeracy and business research skills
6. Ability to analyse and evaluate narrative data
7. Independent, self-critical learner

Keele Graduate Attributes

Engagement with this programme will enable you to further develop your intellectual, personal and professional capabilities. At Keele, we call these our ten Graduate Attributes and they include independent thinking, synthesizing information, creative problem solving, communicating clearly, and appreciating the social, environmental and global implications of your studies and activities. Whilst you will undoubtedly have already developed these skills and abilities to varying degrees, such existing capabilities can always be deepened and enriched. Our educational programme and learning environment is designed to help you to develop further as a well-rounded postgraduate who is capable of making a positive and valued contribution in a complex and rapidly changing world, whichever spheres of life you engage in during and after your studies at Keele.

Please refer to the programme webpages for a statement of how you can achieve the Keele Graduate Attributes through full engagement in the programme and other educational opportunities at Keele. Further information about the Keele Graduate Attributes can be found here: <http://www.keele.ac.uk/journey/>

2. How is the Programme taught?

The programme will be block release where, for each 15 credit module, you will spend 2 days on-campus, up to 6 hours online collaboration and further independent study. It is intended that you will engage in a number of preparation activities (including reading, exercises, watching videos) prior to attending the on-campus workshops. This is to enable the maximum use of the face-to-face time for collaborative activity. All the modules will be designed to be flexible in terms of when they are taught within the programme. Entry point will be twice a year, February and September and modules will be taught to multiple cohorts simultaneously.

Teaching will be undertaken by a range of colleagues within Keele Business School (KBS) with some expertise brought in through selected guest lecturers.

3. What is the Structure of the Programme?

The programme comprises a taught programme of 7 modules amounting to 120 Level 7 (Masters) credits, plus an MBA Research Methods module (15 credits) and associated extensive company research project worth 45 credits, amounting to 60 credits in total for the MBA Project. This amounts to a total of 180 credits for the MBA as a whole.

Provisional timetable:

		Yr1 FEB Cohort 1			Yr2 SEP Cohort 2			Yr2 FEB Cohort 3			Yr3 SEP Cohort 4		
Induction / start		Feb-19			Sep-19			Feb-20			Sep-20		
Module	Credits	Date	Seq	Yr	Date	Seq	Yr	Date	Seq	Yr	Date	Seq	Yr
Leading in complexity	30	March & May 19	1,2	18/19	March & May 20	3,4	19/20	March & May 20	1&2	20/21	March & May 21	3 & 4	20/21
Strategic marketing	15	Sep-19	3	19/20	Sep-19	1	19/20	Dec-20	4	20/21	Dec-20	2	20/21
Digital transformation & info mgt	15	Dec-19	4	19/20	Dec-19	2	19/20	Nov-21	9	21/22	Nov-21	7	21/22
Creativity, innovation & quality	15	Feb-20	5	19/20	Feb-21	8	20/21	Feb-21	5	20/21	Feb-22	8	20/21
Managing people and organisations	15	Apr-20	6	19/20	Apr-21	9	20/21	Apr-21	6	20/21	Apr-22	9	20/21
Research methods	15	Jun-20	7	19/20	Jun-20	5	19/20	Jun-21	7	20/21	Jun-21	5	20/21
Human Resource Management	15	Sep-20	8	19/20	Sep-20	6	20/21	Sep-21	8	21/22	Sep-21	6	21/22
Financial management	15	Nov-20	9	19/20	Nov-20	7	20/21	Oct-20	3	20/21	Oct-20	1	20/21
Extended Company Project	45	Complete Feb 2021			Complete Sep 2021			Complete Feb 2022			Complete Sep 2022		

The programme consists of the following modules:

MAN-40088 Leading and Complexity (30 credits)

This module addresses the needs of executives in today's dynamic environment and so focuses on strategic leadership, managing complexity and managing change. For practising and post experience students these are key challenges in their work and future career trajectories, so the module provides an intelligent entry point for these professionals. The key themes of Leadership, Strategy, Change and Managing Human Resources are clearly interrelated and linked, and this module brings these themes together into a large single foundation which accounts for 30 credits during the early stages of MBA study.

MAN-40090 Creativity, Innovation and Quality (15 credits)

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

MAN-40092 Financial Management (15 credits)

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

MAN-40094 Strategic Marketing (15 credits)

This module provides an insight into the role of marketing within the organisation and its impact on business performance. It will provide a fundamental understanding of the role of marketing within the framework of different organisational contexts. Topics will include marketing strategy and planning, considering developing and analysing strategic options, implementing marketing strategies, strategic thinking and developing a strategic marketing outlook within organisations. The module also provides a critical awareness of the latest challenges facing marketing professionals and how these impact on the organisation.

MAN-40096 Managing People and Organisations (15 credits)

This module looks more closely at the role of management in organisations. It will provide you with practical skills informed by current academic thinking on management. The module will cover a range of different topics such as ethics; risk management; sustainability; Corporate Social Responsibility (CSR); business continuity; environmental impact; legal issues etc. considering how these impact on the role of the manager.

HRM-40047 Human Resource Management (15 credits)

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

MAN-40098 Digital Transformation and Information Management (15 credits)

Information and its effective management is increasingly becoming a key capability and resource to gain competitive advantage. Add to this the view that we are at the beginning of the fourth industrial revolution – the Digital Revolution, it is imperative that all managers are equipped to capitalise on these developments. This module will cover a range of different topics relating to digital and information including: use of business intelligence to support effective decision-making; disruptive technologies and business models; data management strategies and the use of business analytic tools.

MAN-40100 Research Methods (15 credits)

This module has a dual purpose and will be delivered in the second half of the programme. Firstly it develops your analytical and research skills to develop your competencies for future work based research and consultancy work. Secondly it clearly intends to provide the essential guidance in conducting the research activities for your

dissertation/extensive company project including selection of topic, exploring underlying assumptions, designing an appropriate methodological approach and examining the ethical concerns of any research. The module will enable you to examine and apply appropriate paradigms for your sector and context, develop knowledge of the various research styles available to researchers, and explore epistemological rationales and ethical implications. In so doing you will develop an understanding of the potential strengths and weaknesses of each research style so as to enable the critical selection and use of the most appropriate research style, in the light of your chosen topic. A key theme will be the conduct of empirical research in organisations. Ethics of research is necessarily a major concern and will be covered in this module.

MAN-40102 Extensive Company Research Project (45 credits)

This module will involve the formulation, conduct and presentation of an independent investigation into a real and significant management issue or problem, and will be located within your organisation. The project will simultaneously provide scope for integrating the programme's curriculum content with key issues of the day. The issue chosen should have the capacity to influence the development of the organisation where the research is being conducted. You will need to ensure the topic chosen has been discussed and agreed with your employer and been signed-off at Executive Director level or above. This project can therefore be considered as a piece of internal consultancy on the programme.

Learning Outcome	Module in which this is delivered	Principal forms of assessment (of the Learning Outcome) used
Knowledge:		
To develop knowledge to enhance your understanding of the interdependent nature of strategy, leadership and decision-making within changing contexts to meet stakeholder interests.	Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Extensive Company Research Project
Summarise and apply concepts and techniques of strategic management, critically evaluating their effectiveness in different contexts.	Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Leading and Complexity MAN-40088 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Extensive Company Research Project
Develop a critical understanding of managerial processes and have knowledge about how to 'get things done' in what are often complex	Extensive Company Research Project MAN-40102 Human Resource Management	Work-based assessment Reflective diary Extensive Company Research

and messy work environments.	HRM-40047 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096	Project
Explain the main forms of innovation and change impacting on contemporary organisations, identifying ways of managing change and appreciating the challenges and complexity of managing during times of change.	Creativity, Innovation and Quality MAN-40090 Digital Transformation and Information Management MAN-40098 Extensive Company Research Project MAN-40102	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Outline the value and challenges to innovation, creativity, entrepreneurial and entrepreneurial behaviour.	Creativity, Innovation and Quality MAN-40090 Digital Transformation and Information Management MAN-40098 Extensive Company Research Project MAN-40102 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Appreciation of how digital technology is reshaping traditional organisations, critical engagement with the debates of the opportunities and risks of the Fourth Industrial Revolution.	Digital Transformation and Information Management MAN-40098 Strategic Marketing MAN-40094	Work-based assessment Reflective diary
Develop awareness of the impact of environmental forces on organisations, including political, environmental, sociological, macro-economic, ethical, legal, technological and social at the local, national and international level.	Digital Transformation and Information Management MAN-40098 Extensive Company Research Project MAN-40102 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Extensive Company Research Project
Outline the key areas of operations within an organisation, the inter-	Extensive Company Research	Work-based assessment

relationship between functions and how they contribute to effective business management.	Project MAN-40102 Human Resource Management HRM-40047 Managing People and Organisations MAN-40096 Strategic Marketing MAN-40094	Reflective diary Extensive Company Research Project
Develop a systematic understanding of the uses and limitations of a range of research methods and an understanding of their strengths and weaknesses for providing information and evaluating options within management.	Extensive Company Research Project MAN-40102 Research Methods MAN-40100	Proposal Extensive Company Research Project
Explain the processes involved in developing collaborative relationships, including use of diplomacy and negotiation tactics, acknowledgement of diverse groups and cultural differences.	Human Resource Management HRM-40047 Leading and Complexity MAN-40088	Work-based assessment Reflective diary
Skills		
Ability to assess and contribute to the development of the strategic position of your organisation.	Leading and Complexity MAN-40088 Creativity, Innovation and Quality MAN-40090 Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Managing People and Organisations MAN-40096 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Extensive Company Research Project
Demonstrate effective leadership to enable open and high performance working, the building of successful teams and development of individuals, across diverse groups.	Human Resource Management HRM-40047 Leading and Complexity MAN-40088	Work-based assessment Reflective diary
Ability to recognise the need for change and the skill to initiate and manage that change process	Creativity, Innovation and Quality MAN-40090	Work-based assessment Reflective diary

effectively.	Extensive Company Research Project MAN-40102	Problem-solving exercise Extensive Company Research Project
Identify and address ethical challenges and sustainability issues. Lead in an ethical and sustainable way.	Extensive Company Research Project MAN-40102 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Extensive Company Research Project
Utilise financial and numerical data to support decision-making, appreciating the value and limitations of quantitative analysis for understanding the business context.	Financial Management MAN-40092 Digital Transformation and Information Management MAN-40098	Work-based assessment
Development of effective communication skills including networking, listening, oral and written, negotiation, persuasion and influencing skills.	Creativity, Innovation and Quality MAN-40090 Digital Transformation and Information Management MAN-40098 Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Research Methods MAN-40100 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Ability to work effectively within a group both as a team member and leader, clarifying tasks, maximising use of capabilities and resources, handling conflict with confidence and sensitivity to the value of diversity.	Creativity, Innovation and Quality MAN-40090 Human Resource Management HRM-40047 Leading and Complexity MAN-40088	Work-based assessment Reflective diary Problem-solving exercise

	<p>Managing People and Organisations MAN-40096</p> <p>Strategic Marketing MAN-40094</p>	
Act in a culturally sensitive manner towards all stakeholders through an understanding of the interconnected global nature of business.	<p>Human Resource Management HRM-40047</p> <p>Leading and Complexity MAN-40088</p> <p>Managing People and Organisations MAN-40096</p> <p>Strategic Marketing MAN-40094</p>	<p>Work-based assessment</p> <p>Reflective diary</p>
Further hone your business skills such as commercial acumen, analytical thinking, problem solving, critical thinking, decision-making, innovation, risk management and project management.	<p>Creativity, Innovation and Quality MAN-40090</p> <p>Digital Transformation and Information Management MAN-40098</p> <p>Extensive Company Research Project MAN-40102</p> <p>Financial Management MAN-40092</p> <p>Managing People and Organisations MAN-40096</p> <p>Strategic Marketing MAN-40094</p> <p>Research Methods MAN-40100</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>
Think critically and be creative – organise your thoughts, analyse, synthesise and critically appraise. Develop the capability to identify assumptions, evaluate information, define terms adequately and generalise appropriately.	<p>Creativity, Innovation and Quality MAN-40090</p> <p>Digital Transformation and Information Management MAN-40098</p> <p>Extensive Company Research Project MAN-40102</p> <p>Financial Management MAN-40092</p> <p>Leading and Complexity MAN-40088</p> <p>Managing People and Organisations MAN-40096</p> <p>Research Methods MAN-40100</p>	<p>Work-based assessment</p> <p>Reflective diary</p> <p>Problem-solving exercise</p> <p>Extensive Company Research Project</p>

	Strategic Marketing MAN-40094	
The ability to create, evaluate and assess a range of options together with the capacity to apply understanding to a range of situations in conditions of limited knowledge or uncertainty.	Creativity, Innovation and Quality MAN-40090 Extensive Company Research Project MAN-40102 Financial Management MAN-40092 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Research Methods MAN-40100 Strategic Marketing MAN-40094 Digital Transformation and Information Management MAN-40098	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Analyse complex business problems from a range of perspectives using appropriate knowledge and theory to critically evaluate options including the implications of trade-offs and the development of appropriate sustainable and socially aware strategies.	Creativity, Innovation and Quality MAN-40090 Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Demonstrate reflective practice, self-awareness and self-management.	Creativity, Innovation and Quality MAN-40090 Digital Transformation and Information Management MAN-40098 Financial Management MAN-40092 Human Resource Management HRM-40047 Leading and Complexity MAN-	Reflective diary

	40088 Managing People and Organisations MAN-40096 Strategic Marketing MAN-40094	
Transferable skills		
Ability to manage change and risk, communication, leadership, teamwork, dealing with ambiguity, negotiation, problem solving, critical thinking, ethical values	Creativity, Innovation and Quality MAN-40090 Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Digital Transformation and Information Management MAN-40098	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Effective use of communication and information technology	Creativity, Innovation and Quality MAN-40090 Digital Transformation and Information Management MAN-40098 Extensive Company Research Project MAN-40102	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Solve complex and unstructured problems effectively, informed by a range of relevant knowledge, tools and techniques	Creativity, Innovation and Quality MAN-40090 Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Managing People and Organisations MAN-40096	Work-based assessment Reflective diary Problem-solving exercise Extensive Company Research Project
Numeracy and business research skills	Extensive Company Research Project MAN-40102 Financial Management MAN-40092	Work-based assessment Extensive Company Research Project

	Research Methods MAN-40100	
Ability to analyse and evaluate narrative data	Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Leading and Complexity MAN-40088 Research Methods MAN-40100	Work-based assessment Extensive Company Research Project
Independent, self-critical learner	Extensive Company Research Project MAN-40102 Human Resource Management HRM-40047 Leading and Complexity MAN-40088 Managing People and Organisations MAN-40096 Research Methods MAN-40100 Strategic Marketing MAN-40094	Work-based assessment Reflective diary Extensive Company Research Project

Exit Awards

Award Title	Credit Requirements
Master of Business Administration	180 credits at Level 7, including the Extensive Company Research Project module.
Postgraduate Diploma in Business Administration	120 taught credits at Level 7
Postgraduate Certificate in Business Administration	60 taught credits at Level 7

4. How is the Programme assessed?

For each module (except MAN-40090 Creativity, Innovation and Quality, MAN-40100 Research Methods and MAN-40102 Extensive Company Research Project) the same format of assessment (work-based project) is used to enable you to tailor the assessment to your own work-based projects and activities. You are then given flexibility on the format of the outputs (e.g. report, case study, video presentation, poster, etc.) to meet the assessment (and learning outcome) requirements. You will be required to choose different communication methods to ensure that you are using a variety of different formats during your study. In addition to the project, you are also required to submit regular reflective diaries (included as summative assessment in the majority of modules). This is to encourage

reflection on both your learning and practice, and offers the opportunity to demonstrate learning outcomes and individual learning objectives have been met.

For each cohort of the programme, one of the module work-based assessments will be required to be in the format of a poster presentation. You will be expected to display and discuss your posters at an exhibition and networking event to be organised by Keele Business School.

For MAN-40090 Creativity, Innovation and Quality the assessment is a problem-solving challenge which will be a scenario based challenge which requires you to work together to provide solutions to a particular problem. This will be a time-based activity, where additional information and requirements are provided to you at different stages of the task to replicate a ‘live’ situation.

For MAN-40100 Research Methods, the assessment is a project proposal and ethics approval, which will then enable you to commence the final Extensive Company Research Project.

MAN-40102 Extensive Company Research Project is a large organisation-based project which enables you to work on a large project, incorporating aspects learnt on the programme.

In addition to the summative assessments, there will be a range of formative assessments including discussion groups, peer review, exercises, role play activities, which will be facilitated by the module leader.

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

This MBA is designed for professional managers in the private, public or third sector. It is designed for any individual moving into a senior or strategic management role. This can include General Managers, Senior Managers, Section Leaders, Executives, Directors, COO, CFO, CEO, CIO roles, and senior military officers. You should be a strategic leader with senior management responsibility, which may include formal governance/director responsibilities. You should be responsible for setting strategy, direction and vision and for providing a clear sense of purpose and driving strategic intent.

- A 2:ii honours degree, or
- An equivalent overseas degree or
- A degree-level professional qualification or
- Extensive senior level experience (on a case-by-case basis and through interviewing the candidate)
- At least 3 years post-graduation work experience prior to starting the course
- Grade C (or 4) in GCSE Mathematics and English Language or equivalent

6. How are students supported on the programme?

The programme will be led by a Programme Director who will act as the main point of academic contact for learners with any queries you have about the academic expectations of the programme or needing support in your studies. The Programme Director, in collaboration with the administrator and KBS staff, oversees the student journey from registration through to graduation, is responsible for the University administrative expectations, including ensuring Student Voice is heard, convening the programme boards and the provision of information for students.

Each module has a module leader who has overall academic oversight of the design, content and delivery of the module and provides academic support to learners related to that module.

In addition, KBS has a Student Learning Support Officer who can provide support, advice and guidance on pastoral and study related issues.

7. Learning Resources

This programme is taught in modern teaching rooms within Keele Business School, all of which are equipped with computers, internet access and electronic whiteboards or projection equipment. Rooms may be arranged either in traditional lecture format or more informally to allow students to work together in small groups.

The learning resources available to you on the Programme include:

- The extensive collection of business and management materials relevant to postgraduate study held in the University Library. Built up over an extensive period of delivering Management and Business related subjects at this level, these materials include books, journals and government publications. Much of this material is also accessible online to Keele students from anywhere in the world with a University username and password.
- The Keele Learning Environment (KLE) which provides easy access to a wide range of learning resources including lecture notes, electronic materials available in a repository maintained by the University Library and other resources – video, audio and text-based – accessible from external providers via the internet

8. Other learning opportunities

KBS offers a range of guest speakers, workshops and events which are open to all our student cohort.

There will be a networking event with plenary guest speakers held annually, specifically for the MBA .

9. Quality management and enhancement

The Programme Director is responsible for the overall direction of learning and teaching on the programme, reporting to the Postgraduate Programme Directors Group and the School Education Committee. The quality and standards of learning on the MBA programme subject to a continuous process of monitoring, review and enhancement.

- The Education Committee of Keele Business School 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 as part of the University's Annual Programme Review process.
- The quality and standards of learning are regularly discussed and monitored by the Programme Management Board and by the School Education Committee. A senior member of academic staff from another university is appointed to act as external examiner on the MBA Programme. The External Examiner is responsible for:
 - 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.

External examiners see a sample of all work marked internally. They see work when there is substantial disagreement between internal markers and moderate a sample of work from all modules. Each year External Examiners report their findings to the University and Programme Boards are required to respond. Student evaluation of, and feedback on, the quality of learning on the MBA Programme takes place in several ways:

- Evaluation forms are completed by students towards the end of each module. The results of student evaluations of all modules are reported to module leaders and reviewed by the Programme Director.
- Feedback received from representatives of students is considered and acted on at regular meetings of the Programme's Student: Staff Voice Committee.

- Any additional student feedback is considered by the Programme Director and appropriate action taken. At the beginning of the programme, students are invited to become class representatives on the Student Staff Voice Committee, elected via the Students' Union. Meetings are held twice per year. Feedback is taken on each module and on the overall student experience. As described above, feedback is considered and acted on.

10. The principles of programme design

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

CMI Senior Leader Level 7 Apprenticeship Standards

<https://www.managers.org.uk/~media/Files/Apprenticeships/Senior-Leader-Masters-Degree-Apprenticeship-Standard.pdf>

PRiME Six Principles for Responsible Management Education (<http://www.unprme.org/>)

QAA Quality Assuring Higher Education in Apprenticeships – Current Approaches 2017

QAA Subject Benchmark Statement – Master's Degrees in Business and Management 2015

EQUAL European Quality Link – EQUAL MBA Guidelines 2018

A range of employers including large and small organisations from different sectors were consulted in the development of this programme and on-going review by employers will be a feature of this programme.

11. Programme Version History

Version History	Date	CHANGES / NOTES
Date first created		
Revision history	23 rd October 2019	New spec generated from the MBA Senior Leader to allow a direct funded option
Date approved by SEC	24 th October 2019	
Date approved by QAS (new programme)		