Programme Specification: Undergraduate

For students starting in Academic Year 2023/24

1. Course Summary

Names of programme and award title(s)	BSc (Hons) Human Resource Management BSc (Hons) Human Resource Management with International Year (see Annex for details) BSc (Hons) Human Resource Management with Work Placement Year (see Annex for details) BSc (Hons) Human Resource Management 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; 4 years with either the International Year or Placement Year between years 2 and 3
Maximum period of registration	The normal length as specified above plus 3 years
Location of study	Keele Campus
Accreditation (if applicable)	Pending CIPD approval - there is an intention for the programme to be accredited by the Chartered Institute of Personnel and Development (CIPD)
Regulator	Office for Students (OfS)
Tuition Fees	**UK students:** Fee for 2023/24 is £9,250* **International students:** Fee for 2023/24 is £19,900** The fee for the international year abroad is calculated at 15% of the standard year fee The fee for either the work placement year or entrepreneurship year is calculated at 20% of the standard year fee

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/

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

People are central to business success, and Human Resource Management (HRM) can be regarded as a distinctive approach to people management helping achieve competitive advantage through strategic deployment of a highly committed and capable workforce, using a range of cultural, structural and people management techniques, tools and practices. The Human Resource Management Programme is a Single Honours Degree that enables students to specialise their studies in Human Resource Management and engage in study with a key provider of courses in Human Resource Management in the UK.

The programme is particularly suited to students who wish to study a focused, single-subject named award in Human Resource Management. There is increased importance of the HR function in today's business environment, highlighted and accelerated by the global COVID-19 pandemic, as HR plays a key role in developing, reinforcing, and changing the culture of an organisation. There is also renewed emphasis on employees, employee engagement, and employee relations. The programme will provide students with an in-depth and informed understanding of contemporary issues and debates in Human Resource Management, whilst offering opportunities to apply theoretical knowledge in practical application exploring a comprehensive business environment. In addition to subject related skills, knowledge and understanding, in preparing students for employment in a range of public, private and voluntary sector organisations, the programme is designed to provide essential skills for professional development and practice. Non-HRM coded modules have close relations with the HR function, enabling students to recognise key connections between Human Resource Management and other business and management areas.

The subject is an established, key Social Science discipline which possesses a clear and coherent intellectual structure that draws on a broad range of other subject areas, including business and management studies, environmental science, economics, politics, psychology, law and sociology of work to mention some of the key influences of the discipline. This makes it fascinating to study and provides interesting and stimulating career opportunities.

The Single Honours programme is delivered by Keele Business School and has been developed from our commitment to the responsibilities of business and their managers to wider social improvement. We promote reflection on a broad range of issues that have informed research interests here for over 20 years, including the promotion of equality, developing socially responsible practices and respect for difference, diversity and inclusion.

Our undergraduate programme in Human Resource Management exposes students to new areas of research and development in the discipline. The programme is academically rigorous, and is delivered in a challenging but supportive learning environment that provides sound foundations, enabling students to acquire a range of skills that are highly relevant for either subsequent careers or further study. A portfolio demonstrating the development of professional knowledge and practice in HRM, and extended project reports in contemporary issues in HRM and in Diversity Management, are key example study outcomes produced by students as part of the course that can be used for future success. The programme will come with International, Placement, and Entrepreneurship Year options, enabling students to broaden their horizon, with the latter two providing opportunities to put course acquired knowledge and skills into further practical application within a workplace setting.

The four-year Placement option provides students with the opportunity to undertake a year-long professionally focused placement (minimum 30 weeks full-time (1,050 hours) or equivalent) between Levels 5 and 6 of their degree programme in a sector relevant to their degree. Students will gain substantial experience of a professional working environment relevant to their future career aspirations allowing for familiarisation of professional practice, enhanced skill development, and reflection upon programme content.

The four-year Entrepreneurship option provides students with the enhanced opportunity to undertake a yearlong placement within Keele's Innovation Hub, working on developing their own business idea (minimum 30 weeks full-time (1,050 hours) or equivalent) between levels 5 and 6 of their degree programme.

The four-year International Study option provides students with the opportunity to undertake a year-long study abroad programme taught in English at an international university between Levels 5 and 6 of their degree

programme in a subject relevant to their degree. Students will gain substantial experience of study in a different culture to their own and additionally benefit from the opportunity to develop their knowledge and networks in specialist areas of Management relevant to both international and home settings.

4. Aims of the programme

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

- Think, talk, and write about Human Resource Management and associated subject areas in a systematic way, drawing on the intellectual traditions and scholarly methods of social sciences
- Develop analytical skills, and to understand, evaluate and critically reflect on a range of concepts, theories, practice, and techniques relevant to contemporary Human Resource Management
- Appreciate the theory and empirical reality of Human Resource Management in its historical, social, political, legal and economic contexts
- Develop an ability to draw from relevant complementary disciplines to explore and better understand organisations, work, and the management of people
- Develop an understanding of the ways in which organisations operate, the role of managers and HR professionals in changing external and internal environments and in organisational activity
- Acquire a critical understanding of the nature and development of Human Resource Management, including managerial practices and worker organisation
- Acquire a critical understanding of the role and impact of organisation's activities in society, including the responsibilities and challenges that can arise in a variety of sectors
- Develop the capability to investigate and learn independently in social science disciplines, to gather relevant information and to evaluate, question and creatively synthesise this information in critical analysis
- Acquire a range of relevant key skills (such as communication, working with others, self-improvement and problem solving) in preparation for employment or further study
- Use their understanding of theory to analyse policy and practice in the field of employment and to explore and/or suggest practical applications
- Develop key professional skills relevant to the role of human resource professionals and to develop a critical awareness of their own knowledge and skills in relation to the HR profession through reflective practice
- Synthesise information from reading, teaching sessions, and other learning resources and make informed judgements using both empirical and theoretical knowledge
- Develop familiarity with suitable scholarship techniques, the methods of social scientific research and the limitations of different methodologies
- Manage and develop their own learning

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:

- Human Resource Management theories, concepts and practices and their relevance to organisations
- The main processes and actors in the regulation of the employment relationship
- The nature of the employment relationship and its regulation
- Historical, social, political, legal and economic contexts of organisations and Human Resource Management
- Organisations, the changing environment in which they operate and how they are managed, with a particular focus on people management
- The activity and impacts of managers and the people they employ, their operations, business policy, ethics and strategies
- Issues familiar to social science that affect or influence the business environment such as globalisation, diversity, ethical or responsible business practice, and technological change

Subject specific skills

Successful students will be able to:

- Describe and evaluate the application of key concepts and theoretical approaches to a range of contemporary problems in the management of people and organisations
- Explain and analyse the impact of social inequality and diversity and the significance of the historical, social,

political, legal, and economic contexts on the management of people and the response of labour

- Critically evaluate the effectiveness of current Human Resource Management strategies, policies, and practices within organisations, and recommend enhanced strategies, policies, and practices
- Assess and present the conclusions of theoretical and empirical work in Human Resource Management and associated subject areas to a range of audiences and in a variety of appropriate formats
- Frame a research problem in the management of organisations and people, deciding upon the factors that may be considered relevant to the purpose of the research
- Utilise a variety of theories to analyse developments in the management of organisations, with a particular focus on the management of people
- Utilise a variety of methods of communicating subject relevant ideas including graphical, poster-based, and essay exposition
- Apply logical reasoning based on knowledge of management to a variety of theoretical and applied topics and problems
- Develop a critical awareness of their own knowledge and skills in relation to the HR profession through reflective practice
- Organise, present, and analyse data using a methodology appropriate to social research
- Frame a research problem, deciding upon the quality and limitations of a given approach

Key or transferable skills (including employability skills)

Successful students will be able to:

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

Keele Graduate attributes

Engagement with this programme will enable you to develop your intellectual, personal and professional capabilities. At Keele, we call these our ten Graduate Attributes and they include independent thinking, synthesizing information, creative problem solving, communicating clearly, and appreciating the social, environmental and global implications of your studies and activities. Our educational programme and learning environment is designed to help you to become a well-rounded graduate who is capable of making a positive and valued contribution in a complex and rapidly changing world, whichever spheres of life you engage in after your studies are completed.

Further information about the Keele Graduate Attributes can be found here: http://www.keele.ac.uk/journey/

6. How is the programme taught?

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

- **Large group sessions/lectures** accompanied by suggested reading for independent study, intended to provide a core framework of subject knowledge on which a systematic understanding of major principles can be built. Some classes may feature activities such as mock auctions, quizzes that involve voting, or other interactive activities
- **Tutor-led seminars** where students contribute to or lead a discussion on key topics or make a presentation on a specific point so as to develop critical thinking and permit the reflective individual expression of that core understanding
- **Problem-based tutorials** (often based on scenarios rooted in the real world) in which students are expected to offer answers or solutions to previously provided problems but which also offer opportunity for students to direct specific questions to tutors and develop better understanding of the issues in question. These tutorials enable students to acquire and refine key subject skills
- **Practical, computer laboratory based classes** where students acquire the hands-on skills associated with describing, analysing, and interpreting business data
- **Directed independent study** where students are referred to specific materials or asked to research and find information independently, which may extend to undertaking an independent research project under the supervision of an experienced tutor. Other opportunities for directed independent study are available in our computer laboratories which are equipped with Bloomberg information terminals and Sage accounting software, allowing students to interact with real world data and situations

- Students may undertake **Web-based self-study** exercises using the University's virtual learning environment (KLE). The KLE gives students easy access to a wide range of resources and research tools and permits the use of online discussion, quizzes and 'blogs' in teaching and learning whilst permitting students to develop improved IT knowledge
- In addition, students who complete the placement programme will conduct a **skills audit** in relation to their 'fit' to sector skill demands, whilst critically evaluating their learning from the placement context

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

7. Teaching Staff

Please add a statement about teaching staff on the programme

Keele Business School comprises subject expertise in Management, International Business, HRM, Marketing, Finance, Economics and Accounting - professors, readers, senior lecturers, lecturers and teaching fellows. Most staff members have teaching qualifications and those that do not are actively working to attain them. Most staff have PhD qualifications and a number have professional qualifications. All members of staff seek to ensure that module content represents up to date standards and legislation and reflects current relevant research, including the results of their own research.

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.

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 programme to programme, but you can generally expect to attend scheduled teaching sessions between the end of September and mid-December, and from mid-January to the end of April. Our degree courses are organised into modules. Each module is usually a self-contained unit of study and each is usually assessed separately with the award of credits on the basis of 1 credit = 10 hours of student effort. An outline of the structure of the programme is provided in the tables below.

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

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

Students at Level 4 and Level 5 in 2023/24 have the option of taking a Global Challenge Pathway, which includes one 15-credit module in each year of the degree. Alternatively, a language module or an additional optional module can be taken instead. Information about Global Challenge Pathways can be found after the module lists for Level 5.

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		Electives	
		Min	Max	Min	Max
Level 4	60	45	60	0	15
Level 5	75	30	45	0	15
Level 6	75	30	45	0	15

Module Lists

Level 4

Compulsory modules	Module Code	Credits	Period
Management in Context	MAN-10018	15	Semester 1
Global Business Environment	MAN-10022	15	Semester 1
Foundations of Human Resource Management	HRM-10007	15	Semester 2
Managing in a changing society	MAN-10030	15	Semester 2

Optional modules	Module Code	Credits	Period
Quantitative Methods I	ECO-10026	15	Semester 1
Introductory Microeconomics	ECO-10028	15	Semester 1
Business Law	LAW-10027	15	Semester 1
Accounting Principles	MAN-10015	15	Semester 1
Academic English for Business Students (Part 1)	ENL-90003	15	Semester 1-2
The British and Global Economy	ECO-10025	15	Semester 2
Quantitative Methods II	ECO-10027	15	Semester 2
Introduction to International Business	MAN-10023	15	Semester 2
Financial Accounting	MAN-10024	15	Semester 2
Multinational Enterprise Business Perspectives	MAN-10026	15	Semester 2

Level 4 Module Rules

ECO-10026 Quantitative Methods I: No pre-requisite beyond programme entry requirement for grade C GCSE Mathematics or equivalent.

ENL-90003 Academic English for Business Students (Part 1): Open only to non-native speakers of English and successful completion of ENL-10031 (EAP 1) with a score of over 60%, or ENL-90006 (EAP 2), or equivalent or by recommendation of the Language Centre. Available to Y1 and Y2 students. Barred combinations: any other ENL- module (English Language module) in the same academic year.

MAN-10024 Financial Accounting: Pre-requisite - Accounting Principles (MAN-10015)

ECO-10027 Quantitative Methods II: Module pre-requisites: either Quantitative Methods I module (ECO-10026) or equivalent.

Option Selection Rules L4:

Choose a minimum of 30 and a maximum of 60 credits from Group A

Option Group A		
Semester	**Module Code**	**Module Title**
SEM1	LAW-10027	Business Law
SEM2	MAN-10026	Multinational Enterprise Business Perspectives
SEM2	ECO-10025	The British and Global Economy
SEM2	MAN-10023	Introduction to International Business

Choose a minimum of 0 and a maximum of 30 credits from Group B

Option Group B		
Semester	**Module Code**	**Module Title**
SEM1	ECO-10026	Quantitative Methods I
SEM1	ECO-10028	Introductory Microeconomics
SEM1	MAN-10015	Accounting Principles
SEM1-2	ENL-90003	Academic English for Business Students (Part 1)
SEM2	ECO-10027	Quantitative Methods II
SEM2	MAN-10024	Financial Accounting

NB: Global Challenge Pathways (GCPs) - students at Level 4 and Level 5 in 2023/24 have the option of taking a Global Challenge Pathway, which includes one 15-credit module in each year of the degree. Information on GCPs is shown under the Level 5 modules below.

Language modules

Students on this programme will also be able to study language modules offered by the Language Centre, as part of a Global Challenge Pathway. You can enrol on either a Modern Language module [more information available at this link] (Semester 1 only) or Teaching English to Speakers of Other Languages (TESOL) (Semesters 1 and 2) module (ENL-10053).

If you choose a Modern Language, you will automatically be enrolled on a Semester 2 Modern Language module as a continuation of your language of choice. Undertaking a Modern Languages module in Semester 2 is compulsory if you wish to continue to the language GCP the following academic year.

Level 5

Compulsory modules	Module Code	Credits	Period
Employee Resourcing	HRM-20017	15	Semester 1
Employment Relations	HRM-20018	15	Semester 1
Organisational Behaviour	MAN-20055	15	Semester 1
Developing Professional Knowledge and Practice in HRM	HRM-20019	15	Semester 1-2
Managing Human Resources	HRM-20015	15	Semester 2

Optional modules	Module Code	Credits	Period
Managing in the Multinational Corporation	MAN-20084	15	Semester 1
Academic English for Business Students (Part 1)	ENL-90003	15	Semester 1-2
Academic English for Business Students (2)	ENL-90004	15	Semester 1-2
Operations and Quality Management	MAN-20053	15	Semester 2
Corporate Governance and Social Responsibility	MAN-20082	15	Semester 2
Social Enterprise and Alternative Organising	MAN-20093	15	Semester 2

Level 5 Module Rules

HRM-20018 Employment Relations: Completion of module Foundations of HRM (HRM-10007) or Employee Resourcing (HRM-20017)

HRM-20019 Developing Professional Knowledge and Practice in HRM: Professional Development (MAN-20090) is a barred combination

MAN-20084 Managing in the Multinational Corporation: Prerequisites Year 1 Introduction to International Business (MAN-10023) OR Year 1 The Global Business Environment (MAN-10022)

ENL-90004 Academic English for Business Students (2): Open only to non-native speakers of English after successful completion of AEB1 (Academic English for Business 1) with a score of under 56%. Open to Y2 and Y3 students. Barred combination: Any other ENL- module (English Language module) in the same academic year.

ENL-90003 Academic English for Business Students (Part 1): Open only to non-native speakers of English and successful completion of ENL-10031 (EAP 1) with a score of over 60%, or ENL-90006 (EAP 2), or equivalent or by recommendation of the Language Centre. Available to Y1 and Y2 students. Barred combinations: any other ENL- module (English Language module) in the same academic year.

Option Selection Rules L5:

Choose a minimum of 15 and a maximum of 30 credits from Group A

Option Group A		
Semester	Module Code	Module Title
SEM1	MAN-20084	Managing in the Multinational Corporation
SEM2	MAN-20093	Social Enterprise and Alternative Organising

Choose a minimum of 0 and a maximum of 30 credits from Group B

Option Group B		
Semester	Module Code	Module Title
SEM1-2	ENL-90003	Academic English for Business Students (Part 1)
SEM1-2	ENL-90004	Academic English for Business Students (2)
SEM2	MAN-20053	Operations and Quality Management
SEM2	MAN-20082	Corporate Governance and Social Responsibility

For students undertaking a four-year version of the programme, the work placement, entrepreneurship year or international year options are taken between the second and third years of the programme. The work placement year encourages reflection on programme content from the first two years and represents a chance to put programme material into practice. Summaries of the International Year, Work Placement Year and Entrepreneurship Year are provided in the Annexes to this document.

Global Challenge Pathways (GCPs)

Students at Level 4 and Level 5 in 2023/24 have the option of taking a Global Challenge Pathway, which includes one 15-credit module in each year of the degree. Students at Level 5 will continue the Global Challenge Pathway they started at Level 4.

Global Challenge Pathways offer students the chance to fulfil an exciting, engaging route of interdisciplinary study. Choosing a pathway, students will be presented with a global issue or 'challenge' which directly relates to societal issues, needs and debates. They will be invited to take part in academic and external facing projects which address these issues, within an interdisciplinary community of students and staff. Students completing a Global Challenge Pathway will receive recognition on their degree certificate.

Digital Futures	The Digital Futures pathway offers you the opportunity to become an active contributor to current debates, cutting-edge research, and projects with external partners, addressing both the exciting potential and the challenges of disruptive digital transformation across all spheres of life. Part of a diverse and interdisciplinary pathway community, you will engage in exciting, impactful collaborative project work in innovative formats. Engaged in real-world scenarios, you will use digital technology and creativity to promote inclusive, empowering, and sustainable change at local and global levels. **Level 4 Module**: **A digital life: challenges and opportunities (GCP-10005)** **Level 5 Module: Digital World - People, Spaces, and Data (GCP-20005)**
Climate Change & Sustainability	Through the Climate Change & Sustainability pathway you will develop the skills, understanding and drive to become agents of change to tackle climate change and wider sustainability challenges. You will work with international partners to explore climate change and sustainability in different international contexts; lead your own projects to drive real change in your communities; and be part of educating others to help achieve a more sustainable future. **Level 4 Module: Climate Change and Sustainable Futures: Global Perspectives (GCP-10009)** **Level 5 Module: Climate Change and Sustainability: Action and Activism (GCP-20009)**
Social Justice	Students on this pathway will embark on a reflective journey drawing upon decolonising, feminist, and ethical perspectives on social justice, forging transformative outputs as agents of change. You will enter a dialogue with local, national, and international partners from Universities, NGOs, International Human Rights Committees. You will engage with key societal challenges, for example Covid 19 as a social crisis with impact on gender and racial identities. The pathway will allow you to monitor and critically evaluate policies and human rights treaties, and produce and disseminate digitally fluent, international and sustainable project findings. **Level 4 Module**: **Reflections on Social Injustices, Past and Present (GCP-10003)** **Level 5 Module: Strategic Interventions for Social Justice (GCP-20003)**

Enterprise & the Future of Work	If we are to achieve the promise of Sustainable Development Goals, solve the climate crisis and take advantage of the changes that the digital revolution provide, we need to understand the power of enterprise and prepare for future contexts of work, creativity and disruption. Supporting you to be part of future-facing solutions, this pathway will give you the ability to make judgements on the utilisation of resources, labour and capital. It will support you in developing creative, original thinking, allowing you to collaborate on projects that persuade and effect change, setting you up to thrive in future environments of work and innovation. **Level 4 Module: Enterprise and the Future of Work (GCP-10007)** **Level 5 Module: Enterprise and the Future of Work: Collaborate to Innovate (GCP-20007)**
Global Health Challenges	By taking the global health challenge pathway you will develop solutions to improve the health and quality of life for particular people and communities, engaging with these groups to co-design interventions. This pathway will provide you with skills that go beyond a focus on health and will allow you to develop your ability to work in a team and lead change in society. The knowledge, skills and work experience will complement your core degree and enhance your career opportunities and graduate aspirations. **Level 4 Module: Key concepts and challenges in global health (GCP-10001)** **Level 5 Module: Using Evidence to Improve Global Health (GCP-20001)**

Languages & Intercultural Awareness	An understanding of language and culture opens the doorway to understanding what happens, why it happens and how you can make a difference. Why learn Russian now? How will an understanding of intercultural values impact on global development? How can you use English to work your way around the world? Importantly - how do language and culture impact on the UN Sustainability Goals?	
	The Languages and Intercultural Awareness pathway offers you four distinct strands.	
	The Language Specialist: Become a specialist in one of our languages and graduate with a degree title that includes '... with competency in (Language)'.	
	The Language Taster: Explore a new language every year	
	The Certificate in TESOL (Teaching English to Speakers of Other Languages): Train to teach English as a Foreign Language, gain a globally recognised teaching qualification and work with asylum seekers and refugees.	
	The Intercultural Explorer: Explore cultural practices around the world and discover how the power of language and culture can be forces for breaking down barriers and achieving intercultural understanding, but how they can also be used to create political and social barricades.	
	Modules available:	
	The Language Specialist:	
	Any Semester 1 Language Module (the level at which you enter will be determined by your previous language learning experiences).	
	The Language Taster:	
	Any Semester 1 Language Module (the level at which you enter will be determined by your previous language learning experiences)	
	The Certificate in TESOL:	
	ENL-10053 TESOL 1	
	ENL-20007 TESOL 2	
	The Intercultural Explorer:	
	ENL-10057 The stories we live by	
	ENL-20009 Who do you think you are?	

Information on Global Challenge Pathways can be found here:
https://www.keele.ac.uk/study/undergraduate/globalchallengepathways/

Language modules

You can enrol on the continuing Modern Language module [more information available at this link] (Semester 1 only) or the continuing TESOL (Semesters 1 and 2) module (ENL-20007).

If you choose a Modern Language, you will automatically be enrolled on a Semester 2 Modern Language module as a continuation of your GCP Modern Language of choice. Undertaking a Modern Languages module in Semester 2 is compulsory if you wish to continue to the language GCP the following academic year.

Level 6

Compulsory modules	Module Code	Credits	Period
Employee Development	HRM-30029	15	Semester 1
Pay and Performance Management	HRM-31119	15	Semester 1
Managing Diversity - ISP	MAN-30071	30	Semester 1-2
Researching Contemporary Issues in HRM - ISP	HRM-31120	15	Semester 2

Optional modules	Module Code	Credits	Period
Advanced Business English Communication	ENL-90005	15	Semester 1
Business Strategy	MAN-30048	15	Semester 1
Comparative Business Cultures	MAN-30056	15	Semester 1
Academic English for Business Students (2)	ENL-90004	15	Semester 1-2
Labour Economics	ECO-30032	15	Semester 2
Contemporary Issues in Management	MAN-30047	15	Semester 2
Managing International Projects	MAN-30065	15	Semester 2

Level 6 Module Rules

HRM-31119 Pay and Performance Management: Students must have completed Year 1 module Foundations of HRM (HRM-10007) or Year 2 module Employment Relations (HRM-20018) or Managing Human Resources (HRM-20015) as a pre-requisite

MAN-30071 Managing Diversity - ISP: Must have completed Management in Context (MAN-10018) or Introduction to International Business (MAN-10023)

ECO-30032 Labour Economics: Pre-requisites: Introductory Microeconomics (ECO-10028) or equivalent; Introduction to Econometrics (ECO-20042) or equivalent

HRM-31120 Researching Contemporary Issues in HRM - ISP: Managing Human Resources (HRM-20015) and/or Employee Resourcing (HRM-20017)

ENL-90005 Advanced Business English Communication: Open only to THIRD-YEAR NON-NATIVE SPEAKERS OF ENGLISH on successful completion of AEB2 or EAP4; or AEB1 or EAP3 with a score of over 56%; or equivalent. Barred combination: Any other ENL- module (English Language module) in the same academic year.

ENL-90004 Academic English for Business Students (2): Open only to non-native speakers of English after successful completion of AEB1 (Academic English for Business 1) with a score of under 56%. Open to Y2 and Y3 students. Barred combination: Any other ENL- module (English Language module) in the same academic year.

MAN-30065 Managing International Projects: Pre-requisites: To cope with the subject matter students need to have studied EITHER of the following Level 5 modules: MAN-20053 Operations and Quality Management; OR MAN-20083 International Supply Chain Management

MAN-30047 Contemporary Issues in Management: Pre-requisite: Successful completion of Management in Context (MAN-10018)

Option Selection Rules L6:

Choose a minimum of 15 and a maximum of 30 credits from Group A

Option Group A		
Semester	**Module Code**	**Module Title**
SEM1	MAN-30056	Comparative Business Cultures
SEM2	ECO-30032	Labour Economics

Choose a minimum of 0 and a maximum of 30 credits from Group B

Option Group B		
Semester	**Module Code**	**Module Title**
SEM1	ENL-90005	Advanced Business English Communication
SEM1	MAN-30048	Business Strategy
SEM1-2	ENL-90004	Academic English for Business Students (2)
SEM2	MAN-30047	Contemporary Issues in Management
SEM2	MAN-30065	Managing International Projects

Language modules: You can enrol on a Modern Language module (Semester 1 or Semester 2).

Learning Outcomes

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

Level 4

Subject Knowledge and Understanding	
Learning Outcome	**Module in which this is delivered**
Human Resource Management theories, concepts and practices and their relevance to organisations	Foundations of Human Resource Management - HRM-10007
The main processes and actors in the regulation of the employment relationship	Foundations of Human Resource Management - HRM-10007
The nature of the employment relationship and its regulation	Managing in a changing society - MAN-10030 Foundations of Human Resource Management - HRM-10007 Management in Context - MAN-10018
Historical, social, political, legal and economic contexts of organisations and Human Resource Management	Foundations of Human Resource Management - HRM-10007 Management in Context - MAN-10018 Global Business Environment - MAN-10022 Managing in a changing society - MAN-10030
Organisations, the changing environment in which they operate and how they are managed, with a particular focus on people management	Management in Context - MAN-10018 Foundations of Human Resource Management - HRM-10007 Global Business Environment - MAN-10022 Managing in a changing society - MAN-10030
The activity and impacts of managers and the people they employ, their operations, business policy, ethics and strategies	Management in Context - MAN-10018 Managing in a changing society - MAN-10030 Global Business Environment - MAN-10022 Foundations of Human Resource Management - HRM-10007
Issues familiar to social science that affect or influence the business environment such as globalisation, diversity, ethical or responsible business practice, and technological change	Managing in a changing society - MAN-10030 Global Business Environment - MAN-10022 Management in Context - MAN-10018 Foundations of Human Resource Management - HRM-10007

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Describe and evaluate the application of key concepts and theoretical approaches to a range of contemporary problems in the management of people and organisations	Managing in a changing society - MAN-10030 Management in Context - MAN-10018 Foundations of Human Resource Management - HRM-10007 Global Business Environment - MAN-10022
Explain and analyse the impact of social inequality and diversity and the significance of the historical, social, political, legal, and economic contexts on the management of people and the response of labour	Global Business Environment - MAN-10022 Foundations of Human Resource Management - HRM-10007 Management in Context - MAN-10018 Managing in a changing society - MAN-10030
Critically evaluate the effectiveness of current Human Resource Management strategies, policies, and practices within organisations, and recommend enhanced strategies, policies, and practices	Foundations of Human Resource Management - HRM-10007
Assess and present the conclusions of theoretical and empirical work in Human Resource Management and associated subject areas to a range of audiences and in a variety of appropriate formats	Foundations of Human Resource Management - HRM-10007 Management in Context - MAN-10018 Global Business Environment - MAN-10022 Managing in a changing society - MAN-10030
Frame a research problem in the management of organisations and people, deciding upon the factors that may be considered relevant to the purpose of the research	Foundations of Human Resource Management - HRM-10007 Management in Context - MAN-10018 Managing in a changing society - MAN-10030
Utilise a variety of theories to analyse developments in the management of organisations, with a particular focus on the management of people	Foundations of Human Resource Management - HRM-10007 Global Business Environment - MAN-10022 Management in Context - MAN-10018 Managing in a changing society - MAN-10030
Utilise a variety of methods of communicating subject relevant ideas including graphical, poster-based, and essay exposition	Global Business Environment - MAN-10022 Management in Context - MAN-10018 Managing in a changing society - MAN-10030 Foundations of Human Resource Management - HRM-10007
Apply logical reasoning based on knowledge of management to a variety of theoretical and applied topics and problems	Managing in a changing society - MAN-10030 Foundations of Human Resource Management - HRM-10007 Global Business Environment - MAN-10022 Management in Context - MAN-10018
Organise, present, and analyse data using a methodology appropriate to social research	Foundations of Human Resource Management - HRM-10007 Global Business Environment - MAN-10022 Management in Context - MAN-10018 Managing in a changing society - MAN-10030

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
Communicate using a variety of medium to a range of audiences	All modules at this level
Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects	All modules at this level
Work effectively with information technology, literature searches and library resources	All modules at this level
Demonstrate effective skills in problem-solving	All compulsory modules at this level
Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills, including those related to the HR and learning and development profession	All modules at this level

Level 5

Subject Knowledge and Understanding	
Learning Outcome	**Module in which this is delivered**
Human Resource Management theories, concepts and practices and their relevance to organisations	Employment Relations - HRM-20018 Employee Resourcing - HRM-20017 Managing Human Resources - HRM-20015
The main processes and actors in the regulation of the employment relationship	Employee Resourcing - HRM-20017 Managing Human Resources - HRM-20015 Employment Relations - HRM-20018 Complemented by other modules at this level
The nature of the employment relationship and its regulation	Employment Relations - HRM-20018 Managing Human Resources - HRM-20015 Employee Resourcing - HRM-20017 Complemented by other modules at this level
Historical, social, political, legal and economic contexts of organisations and Human Resource Management	Managing Human Resources - HRM-20015 Employment Relations - HRM-20018 Organisational Behaviour - MAN-20055 Employee Resourcing - HRM-20017 Complemented by other modules at this level
Organisations, the changing environment in which they operate and how they are managed, with a particular focus on people management	Employee Resourcing - HRM-20017 Organisational Behaviour - MAN-20055 Managing Human Resources - HRM-20015 Employment Relations - HRM-20018 Complemented by other modules at this level
The activity and impacts of managers and the people they employ, their operations, business policy, ethics and strategies	Employment Relations - HRM-20018 Employee Resourcing - HRM-20017 Organisational Behaviour - MAN-20055 Managing Human Resources - HRM-20015 Complemented by other modules at this level
Issues familiar to social science that affect or influence the business environment such as globalisation, diversity, ethical or responsible business practice, and technological change	Managing Human Resources - HRM-20015 Employee Resourcing - HRM-20017 Employment Relations - HRM-20018 Organisational Behaviour - MAN-20055 Complemented by other modules at this level

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Describe and evaluate the application of key concepts and theoretical approaches to a range of contemporary problems in the management of people and organisations	Employment Relations - HRM-20018 Developing Professional Knowledge and Practice in HRM - HRM-20019 Organisational Behaviour - MAN-20055 Employee Resourcing - HRM-20017
Explain and analyse the impact of social inequality and diversity and the significance of the historical, social, political, legal, and economic contexts on the management of people and the response of labour	Employee Resourcing - HRM-20017 Employment Relations - HRM-20018 Managing Human Resources - HRM-20015 Organisational Behaviour - MAN-20055
Critically evaluate the effectiveness of current Human Resource Management strategies, policies, and practices within organisations, and recommend enhanced strategies, policies, and practices	Managing Human Resources - HRM-20015 Employment Relations - HRM-20018 Organisational Behaviour - MAN-20055 Employee Resourcing - HRM-20017
Assess and present the conclusions of theoretical and empirical work in Human Resource Management and associated subject areas to a range of audiences and in a variety of appropriate formats	Employment Relations - HRM-20018 Managing Human Resources - HRM-20015 Organisational Behaviour - MAN-20055 Employee Resourcing - HRM-20017
Frame a research problem in the management of organisations and people, deciding upon the factors that may be considered relevant to the purpose of the research	Organisational Behaviour - MAN-20055 Employee Resourcing - HRM-20017 Employment Relations - HRM-20018 Managing Human Resources - HRM-20015
Utilise a variety of theories to analyse developments in the management of organisations, with a particular focus on the management of people	Managing Human Resources - HRM-20015 Employment Relations - HRM-20018 Employee Resourcing - HRM-20017 Organisational Behaviour - MAN-20055
Utilise a variety of methods of communicating subject relevant ideas including graphical, poster-based, and essay exposition	Employment Relations - HRM-20018 Employee Resourcing - HRM-20017 Organisational Behaviour - MAN-20055 Developing Professional Knowledge and Practice in HRM - HRM-20019 Managing Human Resources - HRM-20015 Complemented by other modules at this level
Apply logical reasoning based on knowledge of management to a variety of theoretical and applied topics and problems	All compulsory modules at this level
Develop a critical awareness of their own knowledge and skills in relation to the HR profession through reflective practice	Developing Professional Knowledge and Practice in HRM - HRM-20019 Complemented by other compulsory modules at this level
Organise, present, and analyse data using a methodology appropriate to social research	All modules at this level

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
Communicate using a variety of medium to a range of audiences	All modules at this level
Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects	All modules at this level
Work effectively with information technology, literature searches and library resources	All modules at this level
Demonstrate effective skills in problem-solving	All modules at this level
Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills, including those related to the HR and learning and development profession	All modules at this level

Level 6

Subject Knowledge and Understanding	
Learning Outcome	**Module in which this is delivered**
Human Resource Management theories, concepts and practices and their relevance to organisations	Pay and Performance Management - HRM-31119 Managing Diversity - ISP - MAN-30071 Employee Development - HRM-30029 Researching Contemporary Issues in HRM - ISP - HRM-31120
The main processes and actors in the regulation of the employment relationship	Researching Contemporary Issues in HRM - ISP - HRM-31120 Pay and Performance Management - HRM-31119 Managing Diversity - ISP - MAN-30071 Employee Development - HRM-30029
Organisations, the changing environment in which they operate and how they are managed, with a particular focus on people management	All compulsory modules at this level, complemented by other modules at this level
The activity and impacts of managers and the people they employ, their operations, business policy, ethics and strategies	Pay and Performance Management - HRM-31119 Researching Contemporary Issues in HRM - ISP - HRM-31120 Managing Diversity - ISP - MAN-30071
Issues familiar to social science that affect or influence the business environment such as globalisation, diversity, ethical or responsible business practice, and technological change	Managing Diversity - ISP - MAN-30071 Researching Contemporary Issues in HRM - ISP - HRM-31120 Complemented by other modules at this level

Subject Specific Skills	
Learning Outcome	**Module in which this is delivered**
Describe and evaluate the application of key concepts and theoretical approaches to a range of contemporary problems in the management of people and organisations	Researching Contemporary Issues in HRM - ISP - HRM-31120 Complemented by other modules at this level
Explain and analyse the impact of social inequality and diversity and the significance of the historical, social, political, legal, and economic contexts on the management of people and the response of labour	Managing Diversity - ISP - MAN-30071 Pay and Performance Management - HRM-31119
Critically evaluate the effectiveness of current Human Resource Management strategies, policies, and practices within organisations, and recommend enhanced strategies, policies, and practices	All compulsory modules at this level
Assess and present the conclusions of theoretical and empirical work in Human Resource Management and associated subject areas to a range of audiences and in a variety of appropriate formats	All compulsory modules at this level
Frame a research problem in the management of organisations and people, deciding upon the factors that may be considered relevant to the purpose of the research	Researching Contemporary Issues in HRM - ISP - HRM-31120 Managing Diversity - ISP - MAN-30071
Utilise a variety of theories to analyse developments in the management of organisations, with a particular focus on the management of people	All compulsory modules at this level
Apply logical reasoning based on knowledge of management to a variety of theoretical and applied topics and problems	All compulsory modules at this level
Organise, present, and analyse data using a methodology appropriate to social research	Managing Diversity - ISP - MAN-30071 Researching Contemporary Issues in HRM - ISP - HRM-31120 Complemented by other modules at this level
Frame a research problem, deciding upon the quality and limitations of a given approach	Managing Diversity - ISP - MAN-30071 Researching Contemporary Issues in HRM - ISP - HRM-31120

Key or Transferable Skills (graduate attributes)	
Learning Outcome	**Module in which this is delivered**
Communicate using a variety of medium to a range of audiences	All modules at this level
Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects	All modules at this level
Work effectively with information technology, literature searches and library resources	All modules at this level
Demonstrate effective skills in problem-solving	All modules at this level
Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills, including those related to the HR and learning and development profession	All modules at this level

9. Final and intermediate awards

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

Honours Degree	360 credits	You will require at least 120 credits at levels 4, 5 and 6

You must accumulate at least 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 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:

- **Essays** including those based on case study material, test the quality and application of subject knowledge. In addition, they allow you to demonstrate your ability to carry out basic bibliographic research and to communicate your ideas effectively in writing in an appropriate scholarly style using the Harvard system of referencing. Essays may be individual or based on working in a group and may also include a computational aspect
- **Class tests** taken either conventionally or online via the Keele Learning Environment (KLE) as Computer based tests assess your subject knowledge and your ability to apply it in a more structured and focused way compared to essays
- **Final examinations**, in different formats, test your knowledge and understanding of the module. Examinations may consist of essay, short answer, multiple choice questions and computational answers depending on the module
- **Individual report**, where you produce a document that sets out your response to the task, including your recommendations and conclusions
- **Group presentation**, where you collaborate with a group of fellow students and present your findings to other students on the module and the module tutor
- **Portfolios**, where you assemble pieces of work to demonstrate your engagement with and understanding of a topic, either individually or in a group
- **Negotiation exercise** helps develop communication and team work skills by engaging with role-play activities that simulate workplace negotiations
- **Work Placement**, (if selected) enables reflection on work placement activity and development of employability skills

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

11. Contact Time and Expected Workload

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

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

Activity

	Scheduled learning and teaching activities	Guided independent Study	Placements
Year 1 (Level 4)	18%	82%	0%
Year 2 (Level 5)	20%	80%	0%
Year 3 (Level 6)	15%	85%	0%

12. Accreditation

What is CIPD accreditation?

CIPD accreditation is a recognition of the quality and relevance of HR and L&D programmes. It is based on the CIPD Profession Map, which sets the international standard for the skills, knowledge and behaviours required of HR and L&D professionals. CIPD accreditation is highly respected and sought-after by employers, and leads to CIPD membership, depending on the programme level. A university programme can receive CIPD accreditation if it meets the high-quality educational and professional standards set by the CIPD. A CIPD accredited programme is mapped against the CIPD Profession Map and meets the core knowledge and core behaviour criteria for a level of CIPD membership. This means that by studying a CIPD accredited programme as part of your degree, you are aligning yourself with the international standard for the people profession.

Keele University is pending approval as a CIPD Accredited Programme Provider having mapped their undergraduate provision of HRM related programmes against the core knowledge and core behaviour standards related to the Associate level of CIPD membership. This means that as a student on this programme, to gain accreditation benefits, you will need to join the CIPD as student members during your studies. Upon successful completion of your programme (including meeting the CIPD requirements - see below what we mean by this), and maintaining active membership, students will automatically gain CIPD Associate Membership and be able to use the designatory letters 'Assoc CIPD'. Please note, additional fees apply to join the CIPD as member.

Check out more information on Membership grades | CIPD

Explore how to upgrade your membership | CIPD

What does 'on successful completion of your course (including meeting the CIPD requirements)' mean in relation to the advanced membership benefits mentioned above?

It is important to note that the CIPD does not permit compensation or condonement of module marks and also requires that students on CIPD accredited programmes must pass all required assessment(s) in order to pass CIPD accredited modules.

As a consequence, in order to benefit from the advanced membership benefits that the CIPD accreditation of your programme offers, you must pass all CIPD mapped compulsory modules without compensation or condonement rules applied, and also pass each of the assessments of these modules.

At undergraduate level, these CIPD mapped compulsory modules are:

HRM-20015 Managing Human Resources - Level 5 - 15 credits

HRM-20017 Employee Resourcing - Level 5 - 15 credits

HRM-20018 Employment Relations - Level 5 - 15 credits

HRM-20019 Developing Professional Knowledge and Practice in HRM - Level 5 - 15 credits

HRM-30029 Employee Development - Level 6 - 15 credits

HRM-31119 Pay and Performance Management - Level 6 - 15 credits

HRM-31120 Researching Contemporary Issues in HRM - ISP - Level 6 - 15 credits

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/

NB: the CIPD does not permit compensation or condonement of module marks and also requires that students on CIPD accredited programmes must pass all required assessment(s) in order to pass CIPD accredited modules (see the Accreditation section above for more details)

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 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.

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

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

15. How are students supported on the programme?

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

- Module 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 can also signpost mentees to a range of student services.
- Students can access advice, guidance, and one-to-one support from the Student Experience and Support team of their Faculty that has a dedicated team member to every School.
- 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 on the programme are available to see students during office hours, if available, and by appointment.

Placement Tutor: Whilst students will be expected to find their own placements, Keele Business School students can contact the Faculty 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.

All modules make extensive use of the Keele Learning Environment (KLE) meaning that students have access to detailed module materials (large group session notes, tutorial activities, journal articles and so on) anywhere and anytime that they have access to the internet. Microsoft Teams is also used as a method of communication.

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

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. Please note that students cannot take both a Global Challenge Pathway (GCP) and the semester abroad option.

Exactly which countries are available depends on the student's choice of degree subjects. An indicative list of

countries is on the website (http://www.keele.ac.uk/studyabroad/partneruniversities/); however this does not guarantee the availability of study in a specific country as this is subject to the University's application process for studying abroad.

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

Whilst students are studying abroad any Student Finance eligibility will continue, where applicable students may be eligible for specific travel or disability grants. Students who meet external eligibility criteria may be eligible for grants as part of this programme. Students studying outside of this programme may be eligible for income dependent bursaries at Keele. Students travel on a comprehensive Keele University insurance plan, for which there are currently no additional charges. Some governments and/or universities require additional compulsory health coverage plans; costs for this will be advised during the application process.

Important note: For the BSc Human Resource Management, in taking this opportunity of a semester abroad the student is unlikely to qualify for CIPD accreditation benefits associated with the programme. However, students have the option of a Study Abroad International Year (see below).

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

A placement enables students to spend a paid year in industry between year two and three of their degree course. 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. To be eligible for the placement year, students must have a good University attendance record. They must also have passed all Year 1 and Year 2 Semester 1 modules. Students must have met the progression requirements to proceed to their final year of study prior to commencing a placement.

Students wishing to take the 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.

Placements are not guaranteed, and students are responsible for securing their own placement. Students will receive continuous support throughout their search for a placement by the Student Placement Officer, Keele Careers and Employability team, and various other departments across the university.

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 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 Entrepreneurship Year. To be eligible for the Entrepreneurship year, students must have a good University attendance record. They must also demonstrate a viable new business idea and suitability to undertake entrepreneurial activity. This will be assessed during Year 2, through submission of a proposal, presentation and interview.

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.

A summary of the Entrepreneurship Year, which is a potential option for students after completion of year 2

(Level 5), is provided in the Annex for the Entrepreneurship Year.

Enhanced Degree: With Language Competency/With Advanced Language Competency

Students successfully completing a series of language elective modules have the opportunity to gain an enhanced degree title including their language competency. Students taking language modules of at least 60 credits counting towards their main degree at Keele, and successfully completing minimum stage 6 in the chosen language, will be awarded an enhanced degree title with the designation 'with competency in [Language]'. Students taking language modules of at least 60 credits counting towards their main degree at Keele, and successfully completing stage 10 in the chosen language, will be awarded an enhanced degree title with the designation 'with advanced competency in [Language]'.

18. Additional Costs

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 Faculty Placement Officer.

- All placements need to be paid at least national minimum wage so students will receive an income.
- During their placement year students only pay 20% of their normal tuition fee.
- Whilst on placement they are still recognised as a full-time student and therefore have access to all benefits such as council tax reduction and discounts on travel for example.
- Students who will require an extension to their visa will also incur costs, but this will be dependent on visa status and country.
- There are no specific additional costs to the programme (e.g. field trips, equipment)

Professional Costs

CIPD membership fees could be applicable (currently £40 joining fee and £104 student membership fee per year but subject to review by the CIPD)

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%.

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 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 (2019): http://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/subject-benchmark-statement-business-and-management.pdf
c. Keele University Regulations and Guidance for Students and Staff: http://www.keele.ac.uk/regulations
d. Any accreditation-related documents from the Chartered Institute of Personnel and Development (CIPD)

21. Annex - International Year

Human Resource Management with International Year

International Year Programme

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.

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.

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.

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 Skype conversations with Study Abroad tutor, in line with recommended Academic Mentoring meeting points.
- Support from the University's Global Education Team

Learning Outcomes

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

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
4. Design, plan and critically evaluate research projects with respect to Human Resource Management
5. Record relevant information accurately and systematically and reflect on a range of sources in a critical manner
6. Integrate, apply and develop enhanced principles relating to the analysis of Human Resource Management
7. Recognise, describe and explain cultural phenomena across national boundaries and reflect critically upon problems relating to contemporary society and culture

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

Human Resource Management 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) 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 (minimum 30 weeks full time (1,050 hours), or equivalent, work placement), 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'.
- Passed all Year-1 and Year-2 Semester 1 modules
- 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 organization at around the 5 weeks after 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 - Enterpreneurship Year

Human Resource Management 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. 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:

- Create an innovative business venture and critically evaluate its potential viability
- Demonstrate understanding of the barriers to start-up enterprise growth and success
- Evaluate and apply a range of strategic decisions to maximise the viability of the start up
- 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 Entrepreneurship Year 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: 08 September 2023

What's Changed

Additional details in the sections on 'Accreditation' and 'Additional Costs'. Changes are made as part of re-approval process of the programme by the professional body the Chartered Institute of Personnel and Development (CIPD) and to provide an enhanced and more detailed description of the CIPD accreditation and its requirements.

Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1	2023/24	CAROLA WEISSMEYER	08 February 2023	