

## Programme Specification: Undergraduate

### For students starting in Academic Year 2023/24

#### 1. Course Summary

<b>Names of programme and award title(s)</b>	MSci Management
<b>Award type</b>	Single Honours (Masters)
<b>Mode of study</b>	Full-time
<b>Framework of Higher Education Qualification (FHEQ) level of final award</b>	Level 7
<b>Normal length of the programme</b>	4 years
<b>Maximum period of registration</b>	The normal length as specified above plus 3 years
<b>Location of study</b>	Keele Campus
<b>Accreditation (if applicable)</b>	No accreditation at present. Future opportunities for accreditation will be considered.
<b>Regulator</b>	Office for Students (OfS)
<b>Tuition Fees</b>	<p><b>UK students:</b></p> <p>Fee for 2023/24 is £9,250*</p> <p><b>International students:</b></p> <p>Fee for 2023/24 is £19,900**</p> <p>The fee for the international year abroad is calculated at 15% of the standard year fee</p> <p>The fee for either the work placement year or entrepreneurship year is calculated at 20% of the standard year fee</p>

**Please note this document applies to Level 5 (Year 2), Level 6 (Year 3) and Level 7 (Year 4) students in 2023/24. Level 4 students should refer instead to the MSci Business Management document.**

**How this information might change:** Please read the important information at <http://www.keele.ac.uk/student-agreement/>. This explains how and why we may need to make changes to the information provided in this document and to help you understand how we will communicate with you if this happens.

\* These fees are regulated by Government. We reserve the right to increase fees in subsequent years of study in response to changes in government policy and/or changes to the law. If permitted by such change in policy or law, we may increase your fees by an inflationary amount or such other measure as required by government policy or the law. Please refer to the accompanying Student Terms & Conditions. Further information on fees can be found at <http://www.keele.ac.uk/studentfunding/tuitionfees/>

\*\* We reserve the right to increase fees in subsequent years of study by an inflationary amount. Please refer

to the accompanying Student Terms & Conditions for full details. Further information on fees can be found at <http://www.keele.ac.uk/studentfunding/tuitionfees/>

## 2. What is an Integrated Master's programme?

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

## 3. Overview of the Programme

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

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

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

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

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

## 4. Aims of the programme

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

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

## 5. What you will learn

The intended learning outcomes of the programme (what students should know, understand and be able to do at the end of the programme), can be described under the following headings:

- Subject knowledge and understanding
- Subject specific skills
- Key or transferable skills (including employability skills)

### **Subject knowledge and understanding**

Successful students will be able to demonstrate knowledge and understanding of:

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

### **Subject specific skills**

Successful students will be able to:

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

### **Key or transferable skills (including employability skills)**

Successful students will be able to:

- Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience;
- Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects; and
- Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills.

### **Keele Graduate attributes**

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

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

## **6. How is the programme taught?**

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

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

under the supervision of an experienced tutor.

- **Online self-study** exercises using the University's virtual learning environment (KLE). The KLE gives students easy access to a wide range of resources and research tools and permits the use of online discussion, quizzes and 'blogs' in teaching and learning whilst permitting students to develop improved IT knowledge.

From year two, you will have the opportunity to engage with experiential learning opportunities including:

- An **entrepreneurship project**, which offers you time and space to develop your own business idea. You will have access to the Smart Innovation Hub and over the 12 weeks you will be expected to work on a portfolio of evidence to present to academics and where appropriate to external stakeholders.
- A **consultancy project**, where you develop and apply your knowledge and skills in practical context. You will work for 8 -12 weeks on a consultancy project for an organisational matter that will be chosen by KBS.
- In your final year, you will have the opportunity to do a **research dissertation** where you will use the knowledge and skills from the programme to undertake an original extended piece of research, which can be applied in nature.

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

These learning and teaching methods enable students to achieve the learning outcomes of the programme in a variety of ways. For example:

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

## 7. Teaching Staff

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

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

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

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

## 8. What is the structure of the programme?

- The academic year runs from September to June and is divided into two semesters, with the exception of the Masters level year that runs into three semesters. The number of weeks of teaching will vary from course to course, but you can generally expect to attend scheduled teaching sessions between the end of September and mid- December, and from mid-January to the end of April, and from May/June to September at the final year of your studies. 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 (students studying at Level 6 in 2023/24 may take electives instead) - 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 5	60	45	60	0	15
Level 6	60	30	60	0	30
Level 7	90	30	30	0	0

---

## Module Lists

### *Level 5*

Compulsory modules	Module Code	Credits	Period
Organisational Behaviour	MAN-20055	15	Semester 1
Professional development	MAN-20090	15	Semester 1
Entrepreneurship Project (Level 5)	MAN-20109	30	Semester 2

<b>Optional modules</b>	<b>Module Code</b>	<b>Credits</b>	<b>Period</b>
Intermediate Microeconomics	ECO-20046	15	Semester 1
Employee Resourcing	HRM-20017	15	Semester 1
Cost and Management Accounting	MAN-20049	15	Semester 1
Taxation	MAN-20054	15	Semester 1
Managing in the Multinational Corporation	MAN-20084	15	Semester 1
Consumer Behaviour 2	MAN-20097	15	Semester 1
Developing Professional Knowledge and Practice in HRM	HRM-20019	15	Semester 1-2
Contemporary Issues in Economics	ECO-20040	15	Semester 2
Introduction to Econometrics	ECO-20042	15	Semester 2
Managing Human Resources	HRM-20015	15	Semester 2
Intermediate Financial Accounting	MAN-20051	15	Semester 2
Operations and Quality Management	MAN-20053	15	Semester 2
Corporate Governance and Social Responsibility	MAN-20082	15	Semester 2
International Supply Chain Management	MAN-20083	15	Semester 2
Digital and Marketing Communications	MAN-20085	15	Semester 2
Social Enterprise and Alternative Organising	MAN-20093	15	Semester 2

### **Level 5 Module Rules**

1. MAN-20084 Managing in the Multinational Corporation: prerequisite either Global Business Environments (MAN-10022) OR Introduction to International Business (MAN-10023)
2. MAN-20085 Digital and Marketing Communications: prerequisite MAN-10019 Marketing Principles

### **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.

<p><b>Digital Futures</b></p>	<p>The Digital Futures pathway offers you the opportunity to become an active contributor to current debates, cutting-edge research, and projects with external partners, addressing both the exciting potential and the challenges of disruptive digital transformation across all spheres of life.</p> <p>Part of a diverse and interdisciplinary pathway community, you will engage in exciting, impactful collaborative project work in innovative formats. Engaged in real-world scenarios, you will use digital technology and creativity to promote inclusive, empowering, and sustainable change at local and global levels.</p> <p><b>Level 4 Module: A digital life: challenges and opportunities (GCP-10005)</b></p> <p><b>Level 5 Module: Digital World - People, Spaces, and Data (GCP-20005)</b></p>
<p><b>Climate Change &amp; Sustainability</b></p>	<p>Through the Climate Change &amp; Sustainability pathway you will develop the skills, understanding and drive to become agents of change to tackle climate change and wider sustainability challenges.</p> <p>You will work with international partners to explore climate change and sustainability in different international contexts; lead your own projects to drive real change in your communities; and be part of educating others to help achieve a more sustainable future.</p> <p><b>Level 4 Module: Climate Change and Sustainable Futures: Global Perspectives (GCP-10009)</b></p> <p><b>Level 5 Module: Climate Change and Sustainability: Action and Activism (GCP-20009)</b></p>
<p><b>Social Justice</b></p>	<p>Students on this pathway will embark on a reflective journey drawing upon decolonising, feminist, and ethical perspectives on social justice, forging transformative outputs as agents of change.</p> <p>You will enter a dialogue with local, national, and international partners from Universities, NGOs, International Human Rights Committees. You will engage with key societal challenges, for example Covid 19 as a social crisis with impact on gender and racial identities. The pathway will allow you to monitor and critically evaluate policies and human rights treaties, and produce and disseminate digitally fluent, international and sustainable project findings.</p> <p><b>Level 4 Module: Reflections on Social Injustices, Past and Present (GCP-10003)</b></p> <p><b>Level 5 Module: Strategic Interventions for Social Justice (GCP-20003)</b></p>
<p><b>Enterprise &amp; the Future of Work</b></p>	<p>If we are to achieve the promise of Sustainable Development Goals, solve the climate crisis and take advantage of the changes that the digital revolution provide, we need to understand the power of enterprise and prepare for future contexts of work, creativity and disruption.</p> <p>Supporting you to be part of future-facing solutions, this pathway will give you the ability to make judgements on the utilisation of resources, labour and capital. It will support you in developing creative, original thinking, allowing you to collaborate on projects that persuade and effect change, setting you up to thrive in future environments of work and innovation.</p> <p><b>Level 4 Module: Enterprise and the Future of Work (GCP-10007)</b></p> <p><b>Level 5 Module: Enterprise and the Future of Work: Collaborate to Innovate (GCP-20007)</b></p>

<p><b>Global Health Challenges</b></p>	<p>By taking the global health challenge pathway you will develop solutions to improve the health and quality of life for particular people and communities, engaging with these groups to co-design interventions.</p> <p>This pathway will provide you with skills that go beyond a focus on health and will allow you to develop your ability to work in a team and lead change in society. The knowledge, skills and work experience will complement your core degree and enhance your career opportunities and graduate aspirations.</p> <p><b>Level 4 Module: Key concepts and challenges in global health (GCP-10001)</b></p> <p><b>Level 5 Module: Using Evidence to Improve Global Health (GCP-20001)</b></p>
<p><b>Languages &amp; Intercultural Awareness</b></p>	<p>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?</p> <p>The Languages and Intercultural Awareness pathway offers you four distinct strands.</p> <p>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</p> <p>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.</p> <p>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.</p> <p><b>Modules available:</b></p> <p><b>The Language Specialist:</b></p> <p>Any Semester 1 Language Module (the level at which you enter will be determined by your previous language learning experiences).</p> <p><b>The Language Taster:</b></p> <p>Any Semester 1 Language Module (the level at which you enter will be determined by your previous language learning experiences)</p> <p><b>The Certificate in TESOL:</b></p> <p>ENL-10053 TESOL 1</p> <p>ENL-20007 TESOL 2</p> <p><b>The Intercultural Explorer:</b></p> <p>ENL-10057 The stories we live by</p> <p>ENL-20009 Who do you think you are?</p>

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 - Students take 60 credits of compulsory modules (plus 15 credits of research methods to continue at level 7).**

Students take 60 credits of optional modules from KBS and beyond, including a maximum of 30 credits from University elective modules and language modules.

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

<b>Compulsory modules</b>	<b>Module Code</b>	<b>Credits</b>	<b>Period</b>
Business Strategy	MAN-30048	15	Semester 1
Consultancy Project (Level 6)	MAN-30081	45	Semester 2

<b>Optional modules</b>	<b>Module Code</b>	<b>Credits</b>	<b>Period</b>
Dynamic Macroeconomics	ECO-30033	15	Semester 1
Advanced Topics in Microeconomics	ECO-30047	15	Semester 1
Employee Development	HRM-30029	15	Semester 1
Pay and Performance Management	HRM-31119	15	Semester 1
Advanced Financial Reporting	MAN-30041	15	Semester 1
Management Accounting	MAN-30045	15	Semester 1
Contemporary Retail Environments	MAN-30053	15	Semester 1
Comparative Business Cultures	MAN-30056	15	Semester 1
Marketing Insights - ISP	MAN-30058	15	Semester 1
Digital Marketing in Practice	MAN-30067	15	Semester 1
Managing Diversity	MAN-30037	30	Semester 1-2
Industrial Organisation	ECO-30046	15	Semester 2
Data Analysis - ISP	ECO-30051	15	Semester 2
Researching Contemporary Issues in HRM - ISP	HRM-31120	15	Semester 2
The Audit Framework	MAN-30039	15	Semester 2
Advanced Management Accounting	MAN-30046	15	Semester 2
Contemporary Issues in Management	MAN-30047	15	Semester 2
Marketing and Globalisation	MAN-30060	15	Semester 2
Managing International Projects	MAN-30065	15	Semester 2
Enterprise Business Plan	MAN-30070	15	Semester 2
The Political Economy of Trade Relations	MAN-30111	15	Semester 2
Research Methods	MAN-40192	15	Semester 2-3

## **Level 6 Module Rules**

1. Students must take one ISP: MAN-30058, MAN-30037, ECO-30051, HRM-31120 (please check pre-

requisites).

2. HRM-31120 - pre-requisites HRM-20015 and/or HRM-20017.

3. ECO-30051 - pre-requisites ECO-20041

4. MAN-40192 - pre-requisite for MAN-40301 (core for those who wish to continue their studies at level 7)

## ***Level 7***

### **Compulsory modules - Students take 90 credits of compulsory modules.**

Students take 30 credits of optional modules from KBS.

<b>Compulsory modules</b>	<b>Module Code</b>	<b>Credits</b>	<b>Period</b>
Leadership	MAN-40056	15	Semester 1
Enterprise and Innovation Portfolio	MAN-40162	30	Semester 1-2
Dissertation - Management	MAN-40301	45	Semester 1-2

<b>Optional modules</b>	<b>Module Code</b>	<b>Credits</b>	<b>Period</b>
Performance Management	ACC-40006	15	Semester 1
Professional Skills and Practice in HRM	HRM-40041	15	Semester 1
International Business Context	MAN-40114	15	Semester 1
International Strategic Management	MAN-40116	15	Semester 1
Contemporary Marketing Research	MAN-40122	15	Semester 1
Entrepreneurship and Innovation for Sustainable Development	MAN-40206	15	Semester 1
Multinational Accounting and Control	ACC-40002	15	Semester 2
Employee Relations and Reward	HRM-40045	15	Semester 2
Entrepreneurship	MAN-40018	15	Semester 2
Creativity and Personal Development	MAN-40058	15	Semester 2
Contemporary Challenges in Global Business	MAN-40118	15	Semester 2
Branding	MAN-40126	15	Semester 2
Developing an Investable Business Plan	MAN-40170	15	Semester 2

### **Level 7 Module Rules**

1. MAN-40192: MAN-40301 pre-requisite

### **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 5***

In Year 2 (Level 5) these learning outcomes are achieved in the compulsory modules which all students are required to take. Some of these outcomes may also be achieved or reinforced in optional and elective

modules together with other outcomes not stated here.

<b>Subject Knowledge and Understanding</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
<p>Successful students will be able to demonstrate knowledge and understanding of: - Sociological and management approaches to the study of organisations</p>	<p>Entrepreneurship Project (Level 5) - MAN-20109            Professional development - MAN-20090            Organisational Behaviour - MAN-20055            Building on knowledge and understanding from year 1, subject knowledge and understanding of sociological and management approaches to the study of organisations at year 2 is based on the core modules, supplemented by student module choices, and assessed formatively and summatively in year 2. The Professional Development module is important in identifying knowledge and understanding gaps. The experiential module offers insight into how management dynamics play out in real world contexts.</p>
<p>Successful students will be able to demonstrate knowledge and understanding of: - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation</p>	<p>Entrepreneurship Project (Level 5) - MAN-20109            Organisational Behaviour - MAN-20055            Professional development - MAN-20090            Core modules build a more advanced understanding of the role of managers both within and beyond the organisation. The Professional Development module is important in identifying knowledge and understanding gaps, and optional modules from KBS and beyond offer an opportunity for a deeper dive. The experiential module is relevant allowing students to apply what they know about role of managers.</p>
<p>Successful students will be able to demonstrate knowledge and understanding of: - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation.</p>	<p>Entrepreneurship Project (Level 5) - MAN-20109            Organisational Behaviour - MAN-20055            Professional development - MAN-20090            Knowledge and understanding of the contextual conditions under which management operates builds in year 2 core modules and is supported by student module choices. The experiential module is particularly relevant for 'authentic mastery' as the students apply what they know in problem and enquiry based tasks related to the KBS educational pillars.</p>

<b>Subject Specific Skills</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
Successful students will be able to: - Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts	Professional development - MAN-20090 Organisational Behaviour - MAN-20055 Entrepreneurship Project (Level 5) - MAN-20109 In Year 2, more advanced concepts, tools and techniques are covered on the core modules and supported by student module choices in year 2. The Professional Development module helps identify subject specific skills gaps. The experiential module offers opportunities for students to critically apply their learning on problem or enquiry based tasks or in different contexts.
Successful students will be able to: - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities	Organisational Behaviour - MAN-20055 Entrepreneurship Project (Level 5) - MAN-20109 Professional development - MAN-20090 Through problem based or enquiry based tasks in the classroom and beyond, students have an opportunity to critically apply their skills to real world challenges. These are both formatively and summatively assessed.
Successful students will be able to: - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies.	Organisational Behaviour - MAN-20055 Entrepreneurship Project (Level 5) - MAN-20109 Professional development - MAN-20090 There is no one size fits all. Across core and optional modules students will get experience of different social science approaches, learning what works - and doesn't work - in different circumstances.

<b>Key or Transferable Skills (graduate attributes)</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
Successful students will be able to: - Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience	Organisational Behaviour - MAN-20055 Entrepreneurship Project (Level 5) - MAN-20109 Professional development - MAN-20090 Transferable skills are further developed on the core modules and supported by student module choices in year 2. Through formative and summative assessments, students will demonstrate the ability to communicate their ideas in different contexts.
Successful students will be able to: - Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects	Organisational Behaviour - MAN-20055 Professional development - MAN-20090 Entrepreneurship Project (Level 5) - MAN-20109 Whilst it is important to work well individually, group work is increasingly recognised as a key skill by employers. Students will build their competence and confidence in working individually and as part of diverse groups on core and optional modules in year 2.
Successful students will be able to: - Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills.	Professional development - MAN-20090 Entrepreneurship Project (Level 5) - MAN-20109 Organisational Behaviour - MAN-20055 Students will hone their learning and study skills in year 2. The experiential modules - where students are expected to work under diverse and changing conditions are particularly important for improving self awareness and personal management strategies.

## **Level 6**

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

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

<b>Subject Specific Skills</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
Successful students will be able to: - Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts; - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities; and - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies.	Business Strategy - MAN-30048 Enterprise Business Plan - MAN-30070 Contemporary Issues in Management - MAN-30047 Managing Diversity - MAN-30037 Subject specific skills are advanced on the core modules and supported by student module choices in year 3. Experiential modules offer the opportunity to use theories, tools and techniques in practice.
Successful students will be able to: - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities	Business Strategy - MAN-30048 Managing Diversity - MAN-30037 Contemporary Issues in Management - MAN-30047 Enterprise Business Plan - MAN-30070 Through problem based or enquiry based tasks in the classroom and beyond, students have an opportunity to critically apply their skills to real world challenges. These are both formatively and summatively assessed.
Successful students will be able to: - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies.	Business Strategy - MAN-30048 Research Methods - MAN-40192 Enterprise Business Plan - MAN-30070 Contemporary Issues in Management - MAN-30047 Managing Diversity - MAN-30037 Year 3 modules offer further opportunity to get experience of different social science approaches, learning what works - and doesn't work - in different circumstances.

<b>Key or Transferable Skills (graduate attributes)</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
Successful students will be able to: - Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience	Contemporary Issues in Management - MAN-30047 Business Strategy - MAN-30048 Managing Diversity - MAN-30037 Enterprise Business Plan - MAN-30070 Research Methods - MAN-40192 Transferable skills are further advanced on the core modules and supported by student module choices in year 3. The experiential modules are particularly relevant here requiring knowledge to be communicated in different ways.
Successful students will be able to: - Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects	Managing Diversity - MAN-30037 Business Strategy - MAN-30048 Contemporary Issues in Management - MAN-30047 Enterprise Business Plan - MAN-30070 On more advanced modules and higher credit bearing modules, students benefit from learning communities and cooperative learning.
Successful students will be able to: - Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills.	Contemporary Issues in Management - MAN-30047 Enterprise Business Plan - MAN-30070 Business Strategy - MAN-30048 Managing Diversity - MAN-30037 On more advanced modules and higher credit bearing modules, students ability to self organise, be adaptive and maintain integrity comes to the fore.

## **Level 7**

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



<b>Subject Knowledge and Understanding</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
<p>Successful students will be able to demonstrate knowledge and understanding of: - Sociological and management approaches to the study of organisations; - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation; and - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation.</p>	<p>Enterprise and Innovation Portfolio - MAN-40162 Leadership - MAN-40056 Subject knowledge and understanding is further developed based on learning from the core modules, and supported by student module choices in year 4. The dissertation is particularly relevant here as students undertaken an extended study that brings together learning of management and organisations from across the programme.</p>
<p>Successful students will be able to demonstrate knowledge and understanding of: - The role of activity and impacts of managers and the people they employ, their operations and strategies within and extending beyond the organisation</p>	<p>Leadership - MAN-40056 Enterprise and Innovation Portfolio - MAN-40162 Subject knowledge and understanding of managers and their role in the organisation is further developed based on learning from the core modules, and supported by student module choices in year 4. The dissertation offer students an opportunity to delve deeper into specific management challenges as they undertake an extended study on a topic of their choosing.</p>
<p>Successful students will be able to demonstrate knowledge and understanding of: - Wider issues that affect or are affected by the environment in which organisations operate, such as: globalisation; sustainability; inclusivity and ethics; innovation; and digitalisation.</p>	<p>Leadership - MAN-40056 Enterprise and Innovation Portfolio - MAN-40162 Knowledge and understanding of the way organisations affect and are affected by the context in which they operate is built across the programme and tested on the core and optional modules. The dissertation offers a particularly exciting opportunity to explore this relationship in detail over an extended period.</p>

<b>Subject Specific Skills</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
Successful students will be able to: - Use a variety of concepts, theories, tools and techniques to analyse contemporary developments in management in a regional, national and international contexts; - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities; and - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies.	Leadership - MAN-40056 Enterprise and Innovation Portfolio - MAN-40162 Subject specific skills are advanced on the core modules and supported by student module choices in year 4.
Successful students will be able to: - Apply cognitive, intellectual and practical skills to authentic, problem-based management challenges in the classroom and beyond through experiential learning opportunities	Enterprise and Innovation Portfolio - MAN-40162 Leadership - MAN-40056 Through problem based or enquiry based tasks in the classroom and beyond, students critically apply their skills to real world challenges.
Successful students will be able to: - Evaluate and apply methods of social scientific research and appreciate the limitations of different methodologies.	Leadership - MAN-40056 Enterprise and Innovation Portfolio - MAN-40162 Subject specific skills are advanced on the core modules and supported by student module choices in year 4. The dissertation is particularly relevant here as students consider the limitations of methodologies as they undertake research and contribute to knowledge.

<b>Key or Transferable Skills (graduate attributes)</b>	
<b>Learning Outcome</b>	<b>Module in which this is delivered</b>
Successful students will be able to: - Communicate information, together with analysis, argument and commentary, in a form appropriate to the intended audience	Enterprise and Innovation Portfolio - MAN-40162 Leadership - MAN-40056 Contemporary Marketing Research - MAN-40122 Employing different forms of communication to convey complex argument is developed on the core modules and supported by student module choices in year 4.
Successful students will be able to: - Work effectively both as an individual and as part of a group or a team, recognising and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects	Enterprise and Innovation Portfolio - MAN-40162 Leadership - MAN-40056 Creativity and Personal Development - MAN-40058 Group work is an integral part of many modules, including the core and optional modules at level 7.
Successful students will be able to: - Demonstrate and sustain effective approaches to learning and study, including time management, flexibility, creativity, intellectual integrity and professional management skills.	Leadership - MAN-40056 Enterprise and Innovation Portfolio - MAN-40162 Skills of adaptability, creativity, integrity and self organisation are foregrounded on the dissertation module, and play an important role in other core and optional modules.

## 9. Final and intermediate awards

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

<b>Master's Degree</b>	480 credits	You will require at least 120 credits at levels 4, 5, 6 and 7 You must accumulate at least 360 credits in your main subject (out of 480 credits overall) to graduate with a named single honours degree in this subject.
<b>Honours Degree</b>	360 credits	You will require at least 120 credits at levels 4, 5 and 6 You must accumulate a minimum of 270 credits in your main subject (out of 360 credits overall), with at least 90 credits in each of the three years of study, to graduate with a named single honours degree in this subject.
<b>Diploma in Higher Education</b>	240 credits	You will require at least 120 credits at level 4 or higher and at least 120 credits at level 5 or higher
<b>Certificate in Higher Education</b>	120 credits	You will require at least 120 credits at level 4 or higher

## 10. How is the Programme Assessed?

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

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

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

the course of tutorial and seminar discussions.

## 11. Contact Time and Expected Workload

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

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

### Activity

	Scheduled learning and teaching activities	Guided independent Study	Placements
Year 1 (Level 4)	17%	83%	0%
Year 2 (Level 5)	15%	85%	0%
Year 3 (Level 6)	14%	86%	0%
Year 4 (Level 7)	10%	90%	0%

## 12. Accreditation

This programme does not have accreditation from an external body.

## 13. University Regulations

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

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

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

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

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

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

Applicants who are not currently undertaking any formal study or who have been out of formal education for more than 3 years and are not qualified to A-level or BTEC standard may be offered entry to the University's Foundation Year Programme.

### 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 leaders are responsible for providing support for learning on the modules and in the tutorial groups for which they are responsible. They also give individual feedback on in-course assessments and more general feedback on examinations.
- Module leaders have set student consultation hours each week and students are encouraged to attend these hours to get specific help and support for their learning. Module leaders are available to see students at other times by appointment (usually via email).
- The Course Director assumes responsibility for monitoring overall student progress through the subject, undertaking progress reviews and providing a general point of contact for students on the Integrated Masters in Management.
- Academic mentors can also act as a first point of contact for students on non-academic issues which may affect their learning and can refer students to a range of specialist health, welfare and financial services co-ordinated by the University's Student Services Centre.
- Additional help for international students is also available from the Language Centre. Students for whom English is not their first language are offered language classes, facilities and services by the University's Language Centre. In addition to credit-bearing modules on English for academic study, students also have access to one-to-one tutorials for individual help and advice, and to a wealth of resources for self-study and practice.
- Within the school there is a Learning Support Tutor who can help with various aspects of improving study skills and a Placement Officer to support with placements and employability activity.
- Student Voice Representatives - provide a focus for issues at module and year level to be raised.
- All members of teaching staff on the programme are available to see students during office hours, if available, and by appointment.
- Placement Tutor: Whilst students will be expected to find their own placements, careers and employability can assist in providing a placement and support throughout the placement process will be offered by a dedicated Placement lead. Support offered will ensure the appropriateness of the placement prior to starting, and email/telephone/face-to-face contact throughout the placement at regular intervals.

## 16. Learning Resources

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

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

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

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

## 17. Other Learning Opportunities

The Integrated Masters in Management offers opportunities for experiential learning. Students have the opportunity to engage with an entrepreneurship project at level 5, a consulting project at level 6, and dissertation or placement project at level 7.

### Entrepreneurship project

The aim of the Entrepreneurship Project is to allow you time and space to develop your own business idea. In the second semester of year 2, you will have access to facilities and expertise for a period of 8-12 weeks. During this time, you will be required to complete a portfolio of evidence, presentation to an external

stakeholder to your project and a reflective piece which will constitute the module's summative assessment.

### **Consultancy project**

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

### **Placement project**

For a Placement Project it will be your responsibility, with the support of the Faculty's Placement Lead, to find and secure the placement which can last for 8-12 weeks. The placement should be a paid work placement at a suitable level for your year of study. During your time on the placement you will be required to complete an extended project on behalf of the organisation. The project report, presentation and a reflective piece and an organisation assessment will constitute the module's summative assessment.

### **Management dissertation**

The Management Dissertation provides you with the opportunity to undertake a substantial piece of independent research in your chosen subject field. The dissertation draws on the intellectual and analytical skills and knowledge developed during the course and provides an opportunity for you to develop your interests in a particular area and to demonstrate an ability to undertake individual, independent research. The content of the dissertation is unique to the subject, company or organisation that the student studies, therefore there is no precise indicative content for individual dissertations. This will be agreed between the student and the subject specialist supervisor.

## **18. Additional Costs**

There are additional costs associated with the placement. Students will be responsible for organising their own placement, with the support of the University careers and employability services. 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 University careers and employability services.

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

## **19. Quality management and enhancement**

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

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

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

- The results of student evaluations of all modules are reported to module leaders and reviewed by the Programme Committee as part of annual programme review.
- Findings related to the programme from the annual National Student Survey (NSS), and from regular surveys of the student experience conducted by the University, are subjected to careful analysis and a planned response at programme and School level.
- Feedback received from representatives of students on the programme is considered and acted on at regular meetings of the Student Staff Voice Committee.

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

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

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

## 20. The principles of programme design

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

- a. UK Quality Code for Higher Education, Quality Assurance Agency for Higher Education:  
<http://www.qaa.ac.uk/quality-code>
- b. QAA Subject Benchmark Statement: Business and Management (2015) <https://www.qaa.ac.uk/quality-code/subject-benchmark-statements?indexCatalogue=document-search&searchQuery=management&wordsMode=AllWords>
- c. Keele University Regulations and Guidance for Students and Staff: <http://www.keele.ac.uk/regulations>

## Version History

### This document

**Date Approved:** 08 February 2023

### Previous documents

Version No	Year	Owner	Date Approved	Summary of and rationale for changes
1	2022/23	PETER LEE	27 January 2022	
1	2021/22	PAUL DEWICK	04 February 2021	