

Faculty of Management, Law and Social Sciences

Programme Specification

Programme title: MSc in Human Resource Management (CIPD)

Academic Year:	2019/20
Degree Awarding Body:	University of Bradford
Final and interim award(s):	<i>[Framework for Higher Education Qualifications (FHEQ) level 7]</i> Master of Science Postgraduate Diploma Postgraduate Certificate
Programme accredited by (if appropriate):	Chartered Institute of Personnel and Development (CIPD)
Programme duration:	Full-time: 12 Months (September intake) Part-time: 24 Months (September intake) Top-up: 12 Months (part time-September intake)
QAA Subject benchmark statement(s):	QAA Master's degree in Business and Management (June 2015)
Date last confirmed and/or minor modification approved by Faculty Board	May 2019

Please note: This programme specification has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but changes may occur given the interval between publishing and commencement of teaching. Any change which impacts the terms and conditions of an applicant's offer will be communicated to them. Upon commencement of the programme, students will receive further detail about their course and any minor changes will be discussed and/or communicated at this point.

Introduction

In accordance with the University's mission 'Making Knowledge Work', the School of Management aims to provide Master programmes that educate students to become world leaders and business specialists, and thus improve the quality of the management profession.

The Master's in Human Resources Management (HRM) is aligned with the expertise within the People Organization and Entrepreneurship Research Centre and is designed to equip students with the necessary knowledge, skills and critical abilities required to operate as effective human resource managers who contribute to business and society as a whole whilst applying the highest professional standards, ensuring that they can make a full contribution both as business partners and effective leaders. This programme also serves as preparation for further study or an academic career in HRM.

The aim of this programme is to promote a critical understanding of how behaviour in organizations is shaped by leadership and HRM policies and practices in response to an ever changing business environment. Students will examine and have opportunity to apply a range of HRM approaches, techniques and methodologies, and manage their personal development, in terms of transferable intellectual and employability skills, as appropriate for continuing learning in a professionally related career, their professional capability, ensuring that they can make a full contribution both as business partners and effective leaders.

This programme is accredited by Chartered Institute of Personnel and Development (CIPD), giving full exemption against the Level 7 Advanced Diploma in HRM. On successful completion of this programme students will automatically gain Associate level of CIPD [professional membership](#) for one year. The programme cultivates the ethos of an engaging and inclusive learning community that is responsive to different learning styles and allows each student to develop to their full potential.

The Master's in Human Resource Management is supported by experienced academics associated with the People Organization and Entrepreneurship Research Centre. Members of this research centre hold an international reputation in the field and provide significant insights into key areas of leadership, strategic HRM, recruitment and selection, performance management, human resource development (HRD), employment law within a wide range of business and commerce environments. The course also provides opportunity to evaluate theoretical frameworks relevant to the study and practice of human resource management under conditions of change. Throughout the programme, there is strong emphasis on the practical application of specialist knowledge and skills. Such practical skills and critical faculties will enable the student to apply the knowledge and understanding gained at an early stage in their careers in order to make a meaningful contribution to the organisations they will work for.

On graduation from this programme, students will have developed a portfolio of work that demonstrates specialist knowledge in human resource management and employability skills and will thus be well-placed to access a range of career opportunities in either nationally or internationally. As entrants to prospective HRM roles, they will be able to address business and professional situations knowledgeably making contributions to improved organisational performance and delivery of sound personnel/HR practice and services.

The MSc in Human Resource Management is a specialist level career entry programme: type 1 under the Quality Assurance Agency for Higher Education's "Benchmarks for Master's Degrees in Business and Management".

Programme Aims

The programme is intended to:

- Develop the professional knowledge, understanding and skills in human resource management and its underpinning disciplines, to enable students to become effective HRM practitioners.
- Develop the competence to be a 'business partner' who understands the activities, functions and environment of the organisations/businesses in which students work and the ability to shape the HRM agenda accordingly.

- Think strategically and creatively about human resource issues in the wider business and social context.
- Develop effective HRM and management skills.
- Develop reflective skills to enable students to reflect on the impact of their performance and interventions and to manage their own professional development.
- Develop the ability and inclination to, through the discipline of study at postgraduate level, think critically about human resource issues.
- Develop the competence to be an ethical professional who is able to reflect on the ethical implications of their actions and encourage this in others.
- Develop specialist knowledge in a selected aspect of the HRM discipline.

Programme Learning Outcomes

To be eligible for the award of Postgraduate Certificate at FHEQ level 7, students will be able to:

- LO1 Have the professional knowledge, understanding and skills in human resource management and its underpinning disciplines, required of an effective practitioner.
- LO2 Be a competent 'business partner' who understands the activities, functions and environment of the organisations/businesses in which they work and has the ability to shape the HRM agenda accordingly
- LO3 Think strategically and creatively about human resource issues in the wider business and social context

Additionally, to be eligible for the award of Postgraduate Diploma at FHEQ level 7, students will be able to:

- LO4 Have effective HRM and management skills
- LO5 Be able to reflect upon and evaluate the impact of their performance and interventions and manage their own professional development
- LO6 Be able and willing, through the discipline of study at postgraduate level, to think critically about human resource management issues

Additionally, to be eligible for the award of Degree of Master at FHEQ level 7, students will be able to:

- LO7 Be a competent and ethical professional who is able to reflect on the ethical implications of their actions and encourage this in others
- LO8 Have developed specialist knowledge in a selected aspect of the HRM discipline and research methodologies.

Curriculum

The Master's degree in Human Resource Management builds on a foundation of general and specialist HRM, Leadership and Employment related modules. Students will take the following seven compulsory modules plus the Dissertation.

- 1. HRM in Context**
- 2. Leading Managing and Developing People**
- 3. Employment Law**

4. Human Resource Development
5. Employee Relations
6. Developing Skills for Business Leadership
7. Coaching and Leadership Development

This programme also provides the opportunity for granular personalised learning and specialism where students can take one option in Semester 2.

Students that undertake the part-time route will commence the Dissertation prep and submit the dissertation in the second year of study.

Awards

Postgraduate Certificate: Students will be eligible to exit with the award of Postgraduate Certificate if they have successfully completed 60 credits and achieved the award learning outcomes.

Postgraduate Diploma: Students will be eligible to exit with the award of Postgraduate Diploma if they have successfully completed at least 120 credits and achieved the award learning outcomes.

Degree of Masters: Students will be eligible for the award of Degree of Master if they have successfully completed at least 180 credits and achieved the award learning outcomes.

Semester 1

FHEQ Level	Module Title	Type	Credit	Module Code
7	HRM in Context*	Core	20	HRM7501-B
7	Leading, Managing and Developing People*	Core	20	HRM7502-B
7	Developing Skills for Business Leadership*	Core	10	HRM7503-A
7	Employee Relations*	Core	10	HRM7504-A

***Modules required for CIPD professional membership purposes**

Semester 2

FHEQ Level	Module Title	Type	Credit	Module Code
7	Human Resource Development*	Core	20	HRM7505-B
7	Employment Law *	Core	20	LAW7014-B
7	Coaching and Leadership Development*	Core	10	HRM7505-B
7	Cross Cultural Management	Option	10	SIB7504-A
7	Entrepreneurship & Innovation	Option	10	EAE7501-A
7	Corporate Social Responsibility	Option	10	SIB7505-A
7	International Master's Summer School	Option	10	SIB7506-A

*Modules required for CIPD professional membership purposes

Please note that the award of Postgraduate Certificate and Postgraduate Diploma do not hold the CIPD accreditation.

Dissertation

FHEQ Level	Module Title	Type	Credit	Module Code
7	Dissertation	Core	60	MAL7502-E

The curriculum may change, subject to the University's course approval, monitoring and review procedures.

Learning and Teaching Strategy

Generally, this programme aims at integrating applied and theoretical knowledge with assessment processes that test both knowledge of the discipline and understanding of its application and limitations. The learning and teaching strategy put significant emphasis on the development of analytical, practical and interpersonal skills. Throughout the programme, students will be actively engaged in a diverse range of learning activities designed to develop your capacities for thoughtful analysis and reflective practice. Learning strategies have been developed to be inclusive of those with particular needs, adopting small group seminars and electronic support mechanisms.

Teaching on the programme will take different formats and will be directed, supported and reinforced through a combination of formal lectures, staff/student led group tasks and discussions, simulations, personal research and guided self-study, tutorials, seminars and directed reading. Small Group sessions will use case studies and simulations with formative feedback given in class. Students will be guided to suitable primary and secondary data sources and be required to conduct research and presentation exercises. These activities will all be further supported by the use of a virtual learning environment. Sessions may be delivered weekly or in blocks.

As a programme leading to professional membership, personal development planning is particularly important. The Developing Skills for Business Leadership module focuses on personal and professional skills assessment and development, using an e-portfolio, to support this. Skills workshops will be run that will allow students to identify skills gaps and the prepare Personal Development Plans to support students in developing the required skills. All workshops will provide students with formative assessment and feedback to support them in their skills development.

In addition to learning within modules, personal academic tutors will support individual academic development, by helping in analysing learning needs, developing appropriate learning strategies that enable students to reflect on their own progress. Building many and varied opportunities to engage with and learn from each other into the programme is integral to fostering an inclusive learning environment.

Further, there are many opportunities to take part in exciting extra-curricular activities. The Faculty's own [Career Booster](#) professional development programme will offer opportunities to advance intellectual and employability skills (e.g. critical

thinking, communication, team work, problem solving). The School of Management is a very dynamic with a diverse and active Faculty and wider University. It arranges numerous events and opportunities each semester beyond the taught modules to engage with not only academic but also policy and practitioner events and issues. These include invited speakers, seminars, workshops, activities and conferences, both off and on-campus. Please note that such off-campus learning activities may involve an extra cost to the student.

University wide there is support available for students for academic skills, information literacy and programming language learning.

Assessment Strategy

The assessment strategy for this programme is based on principles of constructive alignment, diversity and inclusion. It employs a well-developed range of formative and summative assessments tasks which are designed to help students to develop and demonstrate knowledge and understanding as well as a skill set in accordance with the learning outcomes for the programme overall and for specific modules. Our overall strategy aims to develop ability to succeed in a global context, and to assist individuals to take effective roles within them in a balanced and diverse range of assessment tasks.

The formative assessment strategy includes monitoring student's learning throughout each semester, using a range of class and seminar activities, personal tutors, project supervision and a variety of coursework, including essays, reflective notes, literature reviews, oral or audio-visual presentations, and group and individual tasks for which formative feedback is given.

The programme is summatively assessed by a mixture of written examinations, assessed coursework, and applied coursework requiring the use of specialist computer software used on this programme as well as case studies, group projects and [multimedia] presentations.

Assessment is integrated with learning and teaching to support and demonstrate achievement of the learning outcomes for individual modules and the programme as a whole.

The diverse range of assessment methods are carefully designed to enable the assessment of the Programme Outcomes.

Learning outcomes 1, 2 and 3 are focused on knowledge. They are assessed through the majority of the modules in this programme through a mixture of closed book examinations and individual pieces of coursework and group work.

Learning outcomes 4, 5 and 6 are focused on the transferable skills that are so important to employability and business leadership such as communication, teamwork, and self-awareness. For example, the skills development workshops and e-portfolio in Developing Skills for Business Leadership

Learning outcome 7 and 8 are assessed by ethics while conducting independence of research and problem-solving, which is particularly demonstrated in the dissertation, but also through several other taught module assessments

The dissertation is also a capstone module assessing all learning outcomes, and involves carrying out an extended piece of written work involving an original and in-depth investigation of a programme-specific issue.

Assessment Regulations

This Programme conforms to the standard University Regulations which are available at the following link:

<http://www.bradford.ac.uk/aqpo/ordinances-and-regulations/>

However, there is one waiver exception to these regulations as listed below:

On completion of the taught element of the programme and at the Interim Exam Board, a student who has 50 credits or more requiring supplementary assessment will not be permitted to proceed to the dissertation stage of the programme. The decision to allow progression will only be reconsidered at the Supplementary Exam Board.

In addition to the requirements of standard University regulations, candidates wishing to be eligible for CIPD professional membership must achieve a mark of at least 40% in all assessment components of the following modules

FHEQ Level	Module Title	Type	Credit	Study Period	Module Code
7	HRM in Context*	Core	20	1	HRM7016-B
7	Leading, Managing and Developing People*	Core	20	1	HRM7017-B
7	Developing Skills for Business Leadership*	Core	10	1	HRM7015-A
7	Employee Relations*	Core	10	1	HRM7005-A
7	Employment Law *	Core	20	2	LAW7014-B
7	Human Resource Development*	Core	20	2	HRM7006-A
7	Coaching and Leadership Development*	Core	10	2	HRM7017-A
7	Dissertation*	Core	60	2-3	MAL7001-E

Admission Requirements

The University welcomes applications from all potential students and most important in the decision to offer a place is our assessment of a candidate's potential to benefit from their studies and of their ability to succeed on this particular programme. Consideration of applications will be based on a combination of formal academic qualifications and other relevant experience.

Candidates for the Human Resource Management programme (CIPD) will normally have a first degree or its equivalent in Business and Management or Cognate discipline from an approved higher education institution.

The standard entry requirements for the programme are as follows:

UK degree 2:2 degree or its equivalent in any discipline from an approved higher education institution. Equivalent professional qualifications will also be eligible if supported with appropriate practical experience in Human Resources Management. Further guidance can be found <https://www.bradford.ac.uk/international/country/>

As the programme is delivered entirely in English, applicants must be able to demonstrate proficiency in the English language thus, UK educated students must have a GCSE grade 4 (C) or above. Non-native speakers must have a 6.5 score on IELTS test of English or 94 in the internet-based TOEFL - exceptionally, holders of a UK degree awarded within 2 years prior to entry to the Bradford programme may be exempt from these English test requirements.

Applications are welcome from students with non-standard qualifications or mature students (those over 21 years of age on entry) with significant relevant experience.

Recognition of Prior Learning

If applicants have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University has procedures to evaluate and recognise this learning in order to provide applicants with exemptions from specified modules or parts of the programme.

Students who are converting a PG Diploma to a Masters (Top-Up) are students with a PG Diploma in the cognate discipline of HR from another institution which has been approved by the University of Bradford and will be within a 5 year period. To achieve this, students must undertake the Dissertation module, which must address an issue within the cognate discipline of HRM and will allow students to explore in depth an HR issue in an organisational context. CIPD professional membership is not available on this award.

Minor Modification Schedule

Version Number	Brief description of Modification	Date of Approval (Faculty Board)