

**Programme Specification for**  
***MA Human Resource Management***



<b>1. Programme title</b>	MA Human Resource Management
<b>2. Awarding institution</b>	Middlesex University
<b>3. Teaching institution</b>	Middlesex University
<b>4. Details of accreditation by professional/statutory/regulatory body</b>	Chartered Institute of Personnel and Development (CIPD)
<b>5. Final qualification</b>	PGCert PGDip Masters
<b>6. Year of validation</b> <b>Year of amendment</b>	
<b>7. Language of study</b>	English
<b>8. Mode of study</b>	Full-time/ Part-time/ Block

**9. Criteria for admission to the programme**

An honours degree (1st or 2nd class), or equivalent, in any discipline from a British University or a recognised overseas equivalent. Alternatively, students with relevant experience can be admitted if supplemented by the successful completion of an Advanced Diploma in Personnel and Professional Development or equivalent.

Students entering the part-time mode will normally be expected to be working in human resources/personnel/training or be a line manager with significant people management responsibility.

Students whose first language is not English will need to demonstrate English Language proficiency in addition to the other entry requirement. A minimum score of 6.5 in IELTS or a TOEFL score of 575 for the written test or 230 for the computer test, or a recognised equivalent qualification must be obtained.

## 10. Aims of the programme

The programme aims to:

- equip its graduates with the knowledge, skills and competence to a level where they can make a professional and strategic contribution to an organisation's management of its human resources;
- provide core business subjects relevant to human resource management;
- develop a practical understanding of, and relevant skills in, functional human resource management areas;
- explore key strategic human resource issues facing contemporary organisations.

## 11. Programme outcomes

### A. Knowledge and understanding

On completion of this programme the successful student will have knowledge and understanding of :

1. The core business areas and their relationship to human resource management.
2. The context of the management of people in an organisation.
3. The theory, policy and practice of human resource management.
4. Human resource management concepts, models, and ideas matched directly to CIPD professional standards.
5. Concepts, models and ideas from academic and professional literature in specialist subject area within HRM (\*for pathways the specific sub specialisms are HRD, employment law and employment relations as appropriate).

### Teaching/learning methods

Students gain knowledge and understanding through:

- lectures;
- directed reading;
- coursework and case studies;
- visiting speakers;
- group work;
- at Diploma level, this is supplemented with the Management Report;
- at MA level this is supplemented with the dissertation.

### Assessment methods

Students' knowledge and understanding is assessed by:

- group and individual coursework;
- unseen examination;
- at Diploma level, this is supplemented with the Management Report;
- at MA level this is supplemented with the dissertation and the use of a record of learning and development throughout the programme.

### B. Cognitive (thinking) skills

On completion of this programme the

### Teaching/learning methods

<p>successful student will be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate the stages of the critical thinking process.</li> <li>2. Use a variety of methods to analyse business and human resource situations in the workplace.</li> <li>3. Apply the research process to a business issue from an HRM perspective.</li> </ol>	<p>Students learn cognitive skills through:</p> <ul style="list-style-type: none"> <li>• workshops sessions, practical exercises, conducting research both as a part of the module outcomes and the coursework.</li> </ul> <p><b>Assessment methods</b></p> <p>Students' cognitive skills are assessed by:</p> <ul style="list-style-type: none"> <li>• group and individual coursework and unseen examinations and in reflective skills are developed through the use of a record of learning and development throughout the programme.</li> </ul>
<p><b>C. Practical skills</b></p> <p>On completion of the programme the successful student will be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate development of specific professional skills in human resource management for application in the workplace.</li> <li>2. Demonstrate personal and managerial effectiveness skills to provide a springboard for subsequent personal and professional development.</li> <li>3. Demonstrate the development of research skills.</li> <li>4. Demonstrate writing skills.</li> </ol>	<p><b>Teaching/learning methods</b></p> <p>Students learn practical skills through:</p> <ul style="list-style-type: none"> <li>• series of developmental workshops which form part of the core modules;</li> <li>• exposure to real organisations which will be provided with opportunities for reflection for full-time students, while part-time students will reflect on their learning in their workplace experience. Methods will include visits, consultancy assignments, role-play, syndicate exercises, live interviewing practice, and research methods sessions and the use of a record of learning and development throughout the programme.</li> </ul> <p><b>Assessment methods</b></p> <p>Students' practical skills are assessed by:</p> <ul style="list-style-type: none"> <li>• group and individual coursework and reports;</li> <li>• the preparation of a record of learning and development;</li> <li>• a dissertation.</li> </ul>

<p><b>D. Graduate skills</b></p> <p>On completion of this programme the successful student will be able to:</p> <ol style="list-style-type: none"> <li>1. Work effectively as a member of a group.</li> <li>2. Communicate and present an argument both in writing and orally.</li> <li>3. Manage time effectively.</li> <li>4. Take responsibility for own learning.</li> <li>5. Use learning resources effectively.</li> <li>6. Demonstrate critical self-reflection.</li> <li>7. Demonstrate effective use of ICT.</li> <li>8. Undertake continuous professional development.</li> </ol>	<p><b>Teaching/learning methods</b></p> <p>Students acquire graduate skills throughout the teaching and learning programme.</p> <p><b>Assessment methods</b></p> <p>Students' graduate skills are assessed by:</p> <ul style="list-style-type: none"> <li>• group and individual coursework and reports;</li> <li>• oral presentations;</li> <li>• examinations;</li> <li>• feedback on seminar and workshop sessions;</li> <li>• the use of a record of learning and development throughout the programme.</li> </ul>
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## 12. Programme structure (levels, modules, credits and progression requirements)

### 12. 1 Overall structure of the programme

The programme is studied one year full-time or two years part-time. Full-time PG Dip/MA students study four modules in the year and part-time students study two modules in each year.

There are three core modules at MA level, these being International Strategic People Management **HRM4015**, The Organisation in International Context, **HRM4020** and Research and Professional Practice in HRM, **HRM4030**. As well as these, students study two further option modules and complete a Dissertation.

For the Post Graduate Diploma in International HRM, students study three core modules International Strategic People Management **HRM4015**, The Organisation in International Context, **HRM4020** and Research and Professional Practice in HRM, **HRM4025**. As well as these students study one further option module and complete an Applied Management Research Report.

At the end of the taught component of the programme, full-time students will complete the management research report/dissertation based on an agreed organisation. For part-time students their own workplace provides the opportunity to research leading to the

management report/dissertation.

The programme is divided into study units called modules and each module has a credit value of 30 credits. The Dissertation has a credit value of 60 credits. Each module has an identification code, which is a combination of letters and digits. The first three letters of the code indicate the subject area and the first digit of the module number indicates the level of the module e.g. HRM4010 indicates Human Resource Management at Level 4. A summary outline for each module, known as a Module Narrative is provided at the end of the Programme Handbook.

The academic provision of the University is based on credit accumulation. Students accumulate credit points by passing modules in order to gain the awards of the University. To gain a CIPD accredited Postgraduate Diploma 120 credits and for a CIPD accredited MA degree a student must gain 180 credit points at Level 4.

## 12.2 Levels and modules

Level 7

COMPULSORY

OPTIONAL

PROGRESSION  
REQUIREMENTS

<p>Students must take all of the following:</p> <p><b>HRM4015</b> <i>30 credits</i></p> <p><b>HRM4020</b> <i>30 credits</i></p> <p><b>HRM4025</b> <i>60 credits</i></p>	<p>Students must also choose <b>two</b> from the following: (including at least one with *)</p> <p><b>*HRM4040</b> <i>30 credits</i></p> <p><b>* HRM4045</b> <i>30 credits</i></p> <p><b>*HRM4050</b> <i>30 credits</i></p> <p><b>*HRM4055</b> <i>30 credits</i></p> <p><b>*HRM4060</b> <i>30 credits</i></p> <p><b>HRM4075</b> <i>30 credits</i></p> <p><b>HRM4080</b> <i>30 credits</i></p> <p><b>HRM4085</b> <i>30 credits</i></p> <p><b>HRM4370</b> <i>30 credits</i></p>	<p>Students must pass all five modules to gain accredited qualification.</p>
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### 12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)

Module level	Module code
Level 7	In order to gain CIPD accredited status, compensation cannot be granted for any modules. Exceptionally students may be allowed one additional reassessment opportunity to fulfil the learning outcomes matched against the CIPD professional standards.

### 13. Curriculum map

See attached.

### 14. Information about assessment regulations

Middlesex University and Business School Assessment Regulations apply to this programme, without exception.

#### **15. Placement opportunities, requirements and support (if applicable)**

Employer engagement is essential for completion of the management report/dissertation element of the programme. Students may gain this through a range of approaches ranging from an internship through to access to an organisation in order to conduct an in-company HR investigation. Dedicated support is available for this.

#### **16. Future careers (if applicable)**

This programme is specifically designed to (1) allow the graduating student to begin a career in the field of human resource management or (2) for a student already in an early stage career position in human resource management to develop their knowledge to progress their career further or (3) for the more experienced HR practitioner to further advance their career and enable them to apply to the CIPD for Chartered Member status.

#### **17. Particular support for learning (if applicable)**

- Dedicated programme support team
- English Language support
- Learning Resources
- Learner Development Unit
- Personal and professional development sessions
- Programme Handbook and Module Handbooks
- Induction and orientation programme
- Access to student counsellors
- On-line learning environment on MyUniHub
- Student e-mail and internet access
- Visiting speakers

#### **18. JACS code (or other relevant coding system)**

#### **19. Relevant QAA subject benchmark group(s)**

QAA Master's Degrees in Business and Management (2007) and Master's Degree characteristics (2010)

## **20. Reference points**

Matched to CIPD Professional Standards, Chartered Management Institute and QAA Business and Management postgraduate benchmark standards.

## **21. Other information**

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the rest of your programme handbook and the university regulations.



## Appendix 2: Curriculum Map

### Curriculum map for MA International Human Resource Management

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

#### Programme learning outcomes

Knowledge and understanding		Practical skills	
A1	The core business areas and their relationship to human resource management.	C1	Demonstrate development of specific professional skills in human resource management for application in the workplace.
A2	The context of the management of people in an organisation.	C2	Demonstrate personal and managerial effectiveness skills to provide a springboard for subsequent personal and professional development.
A3	The theory, policy and practice of human resource management.	C3	Demonstrate the development of research skills.
A4	Human resource management concepts, models and ideas matched directly to CIPD professional standards.	C4	Demonstrate writing skills.
A5	Concepts, models and ideas from academic & professional literature in specialist subject area within HRM (*for pathways the specific sub specialisms are HRD, employment law and Employment relations as appropriate).		
Cognitive skills		Graduate Skills	
B1	Demonstrate the stages of the critical thinking process.	D1	Work effectively as a member of a group.
B2	Use a variety of methods to analyse business and human resource situations in the workplace.	D2	Communicate and present an argument both in writing and orally.
B3	Apply the research process to a business issue from an HRM perspective.	D3	Manage time effectively.
		D4	Take responsibility for own learning.

		D5	Use the learning resources effectively.
		D6	Demonstrate critical self-reflection.
		D7	Demonstrate effective use of ICT.
		D8	Undertake continuous professional development.

Programme outcomes																			
A1	A2	A3	A4	A5	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	D4	D5	D6	D7	D8
Highest level achieved by all graduates																			
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7

Module Title	Module Code by Level	Programme outcomes																			
		A1	A2	A3	A4	A5	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	D4	D5	D6	D7	D8
International Strategic People Management	HRM4015	X	X	X	X	X		X					X	X	X		X			X	
The Organisation in International Context	HRM4020	X	X	X	X	X		X		X		X	X		X	X	X	X		X	
Research and Professional Practice	HRM4025		X	X	X		X	X	X	X	X				X	X	X	X	X	X	
Research and Professional Practice in HRM (with Applied Dissertation)	HRM4030		X	X	X	X	X	X	X	X	X				X	X	X	X	X	X	X
Total Reward	HRM4040	X	X	X	X			X		X	X	X	X	X	X	X	X	X		X	
Employee Relations and Engagement	HRM4045	X	X	X	X					X		X	X	X	X	X	X	X		X	
Resourcing and Management Development	HRM4050	X	X	X	X		X	X		X		X	X	X	X	X	X	X		X	
Individual Learning and Development	HRM4055	X	X	X	X	X	X				X	X	X	X	X	X	X	X			X
Learning and Management Development	HRM4060	X	X	X	X	X	X	X			X		X	X	X	X	X	X	X		X
The Resilient Workplace	HRM4075		X									X		X	X		X	X	X	X	

Sustainability and HRM	HRM4080		X	X		X		X		X		X	X	X	X	X	X	X		X	
HRM and Public Policy	HRM4085		X	X		X		X		X		X	X	X	X	X	X	X		X	
Globalisation and Work	HRM4370		X			X	X					X	X	X		X	X	X		X	