

Appendix 1: Programme Specification

1. Programme title	MA HRM and Development (FT or PT)
2. Awarding institution	Middlesex University
3. Teaching institution	Middlesex University
4. Programme accredited by	CIPD
5. Final qualification	PG Dip HRM and Development MA HRM and Development
6. Academic year	2018-19
7. Language of study	English
8. Mode of study	Full-time/Part-time

9. Criteria for admission to the programme

Applicants should normally possess a second class honours undergraduate degree or above in any discipline from a British University or a recognised overseas equivalent. Applicants not meeting these requirements may, in exceptional cases, be considered for admission where there is strong supporting education or experience. All such cases will be at the discretion of the programme admissions team.

Applicants entering part-time study will normally be expected to be working in people management and development roles.

For international applicants whose first language is not English the requirement is that they have IELTS 6.5 (with minimum 6.0 in all four components).

10. Aims of the programme

The programme aims to provide students with a sound platform for those seeking to pursue, or further develop a career in a people management and development role.

This will be achieved by developing students' professional practice skill set which is pivotal to successful people management and development practice and to effective leadership. Developing the knowledge to enable students to design, deliver and evidence people management and development activities that strengthen business performance. Students will be required to challenge traditional views of the role and purpose of human resource management and development practitioners and consider how the changing employment landscape is influencing the focus and the desired impact that people management and development activities have on a business.

The programme will enable students to critically analyse the concept of insight driven people management and development and its connection to the meaningful analysis of organisational data. It will provide them with a critical view of contemporary theory and practice in their chosen areas and develop their abilities to apply this knowledge to their own practice in a current or future role.

11. Programme outcomes	
<p>A. Knowledge and understanding</p> <p>On completion of the MA programme the successful student will be able to:</p> <p>A1. Critically review the strategic role of people management and development, and its integral relationship with other functional areas within business.</p> <p>A2. Provide a critical understanding of core concepts and informed insights into key issues related to the management and development of people.</p> <p>A3. Critically evaluate and analyse a variety of theoretical perspectives and the links between theory, policy and practice in the management and development of people.</p> <p>A4. Demonstrate a critical understanding of the principles and ethics that underpin professional practice.</p> <p>A5. Critically evaluate the strategic role and integral relationships of core and specialist areas within the management and development of people in business.</p>	<p>Teaching/learning methods</p> <p>Students' knowledge and understanding will be stimulated and developed through interactive lectures, directed reading, on-line activities, debates, case studies, visiting speakers, group work, tutor and student led in-class activities, action learning sets and, peer and tutor feedback.</p> <p>Assessment methods</p> <p>Students' knowledge and understanding is assessed through a variety of individual and group assessments including essays, reports, portfolios, presentations, role-play, examinations, and reflections on their learning and development throughout the programme. Students will also be assessed on a final applied project in the form of a Management Report at PGDip level and an Applied Dissertation at MA level.</p>
<p>B. Cognitive (thinking) skills</p> <p>On completion of the MA programme the successful student will be able to:</p> <p>B1. Demonstrate mastery of the process of critical thinking.</p> <p>B2. Utilise a variety of methods in the critical analysis, review, evaluation and synthesis of theoretical perspectives on people management and development.</p>	<p>Teaching/learning methods</p> <p>Students' knowledge and understanding will be stimulated and developed through interactive lectures, directed reading, on-line activities, debates, case studies, visiting speakers, group work, tutor and student led in-class activities, action learning sets and, peer and tutor feedback.</p> <p>Assessment methods</p> <p>Students' knowledge and understanding is assessed through a variety of individual and</p>

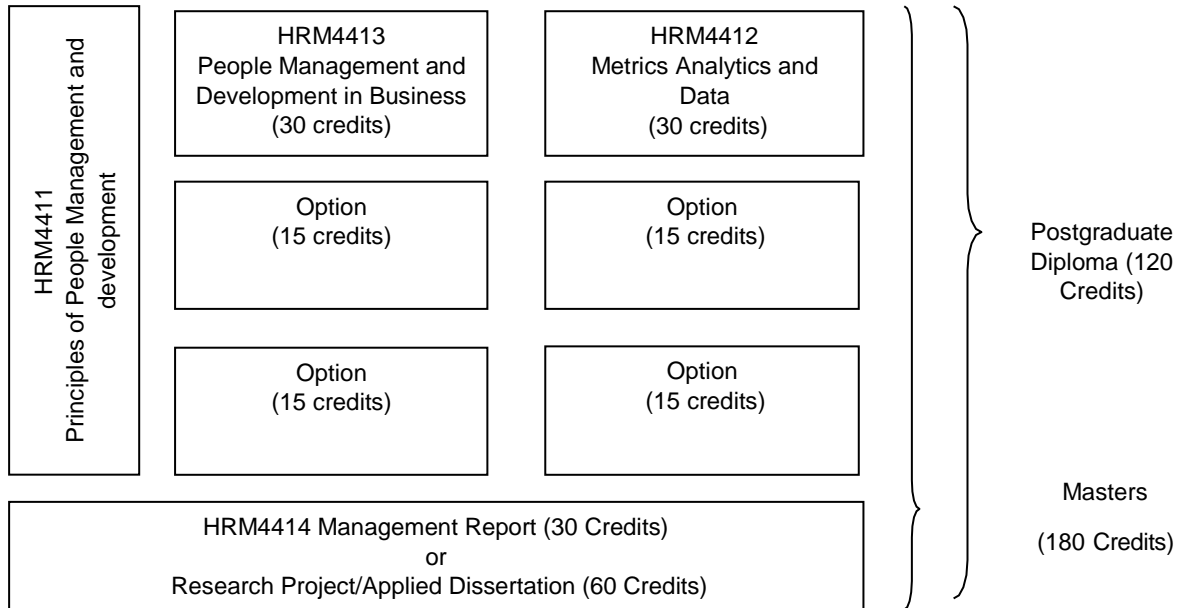
<p>B3. Demonstrate critical reflection in their learning and professional practice development.</p> <p>B4. Apply the research process to critically review policy and practice in people management development.</p> <p>B5. Apply the research process to critically review and/or generate theory.</p>	<p>group assessments including essays, reports, portfolios, presentations, role-play, examinations, and reflections on their learning and development throughout the programme. Students will also be assessed on a final applied project in the form of a Management Report at PGDip level and an Applied Dissertation at MA level.</p>
<p>C. Practical skills</p> <p>On completion of the MA programme the successful student will be able to:</p> <p>C1. Articulate the development of specified people management and development principles, behaviours and skills for application in the workplace.</p> <p>C2. Apply and relate newly gained theoretical knowledge to practice.</p> <p>C3. Demonstrate the ability to formulate a cogent argument, with a high level clarity and persuasiveness in a variety of mediums.</p> <p>C4. Demonstrate mastery of metrics and analytics.</p> <p>C5. Demonstrate mastery of research skills.</p>	<p>Teaching/learning methods</p> <p>Students' knowledge and understanding will be stimulated and developed through interactive lectures, directed reading, on-line activities, debates, case studies, visiting speakers, group work, tutor and student led in-class activities, action learning sets and, peer and tutor feedback.</p> <p>Assessment methods</p> <p>Students' knowledge and understanding is assessed through a variety of individual and group assessments including essays, reports, portfolios, presentations, role-play, examinations, and reflections on their learning and development throughout the programme. Students will also be assessed on a final applied project in the form of a Management Report at PGDip level and an Applied Dissertation at MA level.</p>

12. Programme structure (levels, modules, credits and progression requirements)

12. 1 Overall structure of the programme

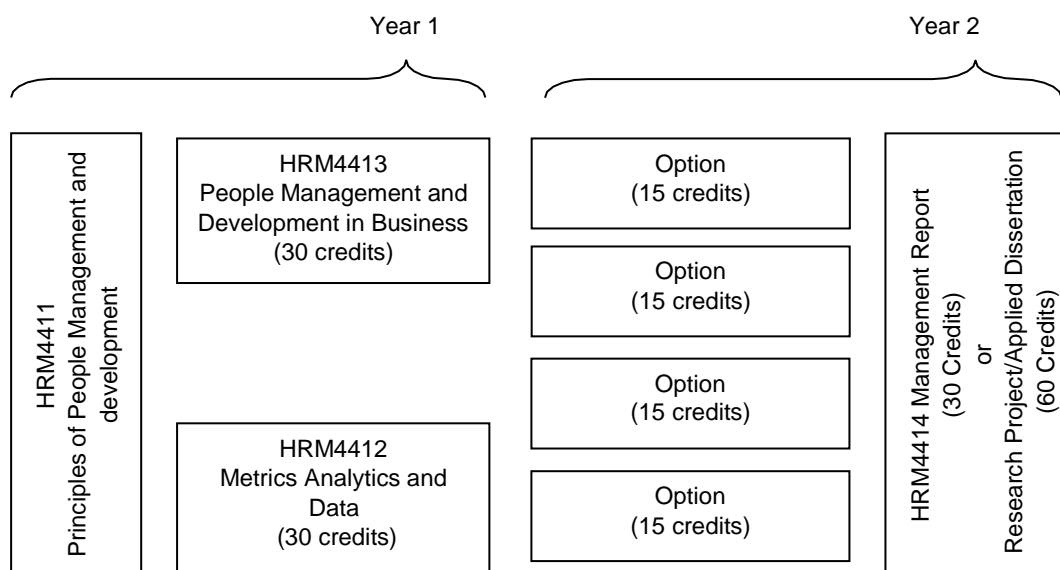
MA HRM and Development

Full-time



MA HRM and Development

Part-time



For a PGDip: HRM4411 + HRM4412 + HRM4413 + HRM4414 (Management Report, 30 credits) +2 options

Option List:

- HRM4416 Reward Management
- HRM4417 Performance Management
- HRM4418 Employee Engagement in Practice
- HRM4419 Employment Law
- HRM4420 Employment Relations
- HRM4421 Resourcing and Talent Management
- HRM4422 Organisation Development
- HRM4423 Effective Coaching and Mentoring
- HRM4424 Leadership and Management Development
- HRM4425 Effective Individual Learning and Development

12.2 Levels and Modules		
Level 7 MA HRM and Development: Full and Part Time		
COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
<p>Students must take all of the following:</p> <p>HRM4411 Principles of People Management and Development</p> <p>HRM4412 Metrics, Analytics and Data</p> <p>HRM4413 People Management and Development in Business</p> <p>HRM4415 Applied Dissertation</p> <p>MBS4996/7 Integrated Placement</p>	<p>Students must also choose 4 from the following:</p> <p>HRM4416 Reward Management</p> <p>HRM4417 Performance Management</p> <p>HRM4418 Employee Engagement in Practice</p> <p>HRM4419 Employment Law</p> <p>HRM4420 Employment Relations</p> <p>HRM4421 Resourcing and Talent Management</p> <p>HRM4422 Organisation Development</p> <p>HRM4423 Effective Coaching and Mentoring</p>	<p>Students must pass all modules to progress to Dissertation stage.</p> <p>Students must pass 180 credits to qualify for an MA</p>

	<p>HRM4424 Leadership and Management Development</p> <p>HRM4425 Effective Individual Learning and Development</p>	
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Level 7 PG Dip MAHRM and Development: Full and Part Time

COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
<p>Students must take all of the following:</p> <p>HRM4411 Principles of People Management and Development</p> <p>HRM4412 Metrics, Analytics and Data</p> <p>HRM4413 People Management and Development in Business</p> <p>HRM4414 Management Report</p> <p>MBS4996/7 Integrated Placement</p>	<p>Students must also choose 2 from the following:</p> <p>HRM4416 Reward Management</p> <p>HRM4417 Performance Management</p> <p>HRM4418 Employee Engagement in Practice</p> <p>HRM4419 Employment Law</p> <p>HRM4420 Employment Relations</p> <p>HRM4421 Resourcing and Talent Management</p> <p>HRM4422 Organisation Development</p> <p>HRM4423 Effective Coaching and Mentoring</p> <p>HRM4424 Leadership and Management Development</p> <p>HRM4425 Effective Individual Learning and Development</p>	<p>Students must pass all modules to progress to Management Report stage.</p> <p>Students must pass 120 credits to achieve PG Dip qualification</p>

Level 7 PG Cert MAHRM and Development: Full and Part Time		
COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
Students must take all of the following: HRM4411 Principles of People Management and Development HRM4412 Metrics, Analytics and Data HRM4413 People Management and Development in Business		Students must pass 60 credits to achieve PG Cert qualification

12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)	
Module level	Module code
7	Compensation is not normally granted for level 7 modules.

13. Curriculum map

See page 49 for curriculum map in both programmes.

14. Information about assessment regulations

Middlesex University 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/Applied Dissertation stage of the programme. For this version of this programme, students should engage with activities associated with MDXWorks, with networking activities associated with HRM4411 and with any opportunities available in HRM4415.

16. Future careers (if applicable)

The programme supports the development of graduates and practitioners who aspire to work or progress in people management and development related positions in organisations. Completing the programme will enable them to enjoy enhanced employment opportunities in the profession. For practicing HR professionals, the programme would ground them deeper both in HR theory and practice, facilitating their progression in their workplaces.

17. Particular support for learning (if applicable)

- Interactive event or virtual workshop
- Personal and professional development workshops
- CIPD student membership for the duration of the programme including CIPD learning resources
- CMI Management Direct resources
- English Language Support
- Learner Enhancement Team (LET) Support
- Library and other Learning Resources including free core text e-book for every module
- Programme Handbook and Module Handbooks
- Welcome and orientation programme
- Student counselors and Disability Support
- Student e-mail and internet access
- On-line learning environment on MyUniHub
- Visiting speakers, professors and practitioners

18. JACS code (or other relevant coding system)

N600

19. Relevant QAA subject benchmark group(s)

QAA Business and Management Postgraduate Benchmark Standards, 2015

20. Reference points

- QAA Guidelines for programme specifications
- QAA Qualifications Framework
- Middlesex University Regulations
- Middlesex University Learning Framework – Programme Design Guidance, 2015
- CIPD Professional Standards
- QAA Business and Management Postgraduate Benchmark standards, 2015

21. Other information

Indicators of quality:

- Student achievement
- Student feedback and satisfaction
- External Examiners feedback

Methods for evaluating and improving the quality and standards of learning are:

- External Examiner Reports
- Annual Monitoring reports
- Boards of Study
- Student focus groups
- Module evaluation and report
- Peer teaching observations
- Student evaluation
- Validation and review panels

See Middlesex University's Learning and Quality Enhancement Handbook for further information

Appendix 2: Curriculum Map

Curriculum map for MAHRM & Development

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

Programme outcomes														
A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5
Highest level achieved by all graduates														
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7

MAHRM and Development	Module Code	Programme outcomes														
		A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5
Principles of People Management and Development Practice	HRM4411				X		X		X			X				
Metrics, Analytics and Data	HRM4412		X		X		X	X							X	
People Management and Development in Business	HRM4413	X	X		X		X	X		X			X	X		
Management Report	HRM4414	X	X	X		X	X	X	X	X			X	X		X
Applied Dissertation	HRM4415	X	X	X		X	X	X	X	X	X		X	X		X
Reward Management	HRM4416			X		X	X	X					X	X		
Performance Management	HRM4417			X		X	X	X					X	X		

Employee Engagement and Practice	HRM4418			X		X	X	X					X	X		
Employment Law	HRM4419			X		X	X	X					X	X		
Employment Relations	HRM4420			X		X	X	X					X	X		
Resourcing and Talent Management	HRM4421			X		X	X	X					X	X		
Organisation Development	HRM4422			X		X	X	X					X	X		
Effective Coaching and Mentoring	HRM4423			X		X	X	X					X	X		
Leadership and Management Development	HRM4424			X		X	X	X					X	X		
Effective Individual Learning and Development	HRM4425			X		X	X	X					X	X		
Integrated Placement	MBS4996 or MBS4997							X	X			X				

PGDip HRM and Development	Module Code	Programme outcomes														
		A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5
Principles of People Management and Development Practice	HRM4411				X		X		X			X				
Metrics, Analytics and Data	HRM4412		X		X		X	X							X	
People Management and Development in Business	HRM4413	X	X		X		X	X		X			X	X		
Management Report	HRM4414	X	X	X		X	X	X	X	X			X	X		X
Reward Management	HRM4416			X		X	X	X					X	X		
Performance Management	HRM4417			X		X	X	X					X	X		
Employee Engagement and Practice	HRM4418			X		X	X	X					X	X		
Employment Law	HRM4419			X		X	X	X					X	X		
Employment Relations	HRM4420			X		X	X	X					X	X		
Resourcing and Talent Management	HRM4421			X		X	X	X					X	X		
Organisation Development	HRM4422			X		X	X	X					X	X		
Effective Coaching and Mentoring	HRM4423			X		X	X	X					X	X		
Leadership and Management Development	HRM4424			X		X	X	X					X	X		
Effective Individual Learning and Development	HRM4425			X		X	X	X					X	X		

PGCert HRM and Development	Module Code	Programme outcomes															
		A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	
Principles of People Management and Development Practice	HRM4411				X		X		X				X				
Metrics, Analytics and Data	HRM4412		X		X		X	X								X	
People Management and Development in Business	HRM4413	X	X		X		X	X		X			X	X			

