

Programme Specification

MA Diversity and Organisational Change



1. Programme title	MA Diversity and Organisational Change
2. Awarding institution	Middlesex University
3. Teaching institution	Middlesex University
4. Details of accreditation by professional/statutory/regulatory body	
5. Final qualification	PGCert Diversity and Organisational Change PGDip Diversity and Organisational Change MA Diversity and Organisational Change
6. Academic year	
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 a minimum IELTS 6.5 (with minimum 6.0 in all four components).

10. Aims of the programme

The programme will develop students' knowledge of, and ability to critically evaluate contemporary issues and a range of theoretical approaches to diversity and change management in organisations. Students will be equipped with skills which will allow them to be effective in managing a globalising workforce in a complex and dynamic organisational environment. It will enable students to apply theory to everyday situations in order to consult on, manage and lead effectively on a range of projects, issues and initiatives related to diversity and organisational change. Students will also be required to reflect critically on their professional development and develop a sound platform to pursue further academic study at Doctoral level.

11. Programme outcomes

A. Knowledge and understanding

On completion of this programme the successful student will be able to:

- A1. Critically evaluate core concepts and theoretical perspectives related to diversity and managing change in contemporary organisations
- A2. Critically analyse relationships and links between theory, policy and practical interventions related to managing diversity and change

Teaching/learning methods

Students gain knowledge and understanding through lectures, workshops sessions, on-line and practical exercises, conducting research both as a part of the module outcomes and the coursework.

Assessment methods

Students' knowledge and understanding is assessed by a variety of individual and group coursework, examinations, and

<p>in organisations</p> <p>A3. Demonstrate critical understanding of links between diversity and organisational change management</p> <p>A4. Critically review a variety of perspectives on key issues and facets of diversity</p> <p>A5. Critically review a variety of perspectives on key issues and facets of organisational change</p> <p>A6. Rationalise and critically evaluate a range of research methodologies in their application to diversity and/or organisational change</p>	<p>reflexive activities throughout the programme</p>
<p>B. Cognitive (thinking) skills</p> <p>On completion of this programme the successful student will be able to:</p> <p>B1. Demonstrate mastery of the process of critical thinking</p> <p>B2. Use a variety of methods to analyse, evaluate and critique theoretical perspectives on diversity and organisational change</p> <p>B3. Demonstrate critical self-reflexivity in their learning</p> <p>B4. Apply the research process to a business issue</p> <p>B5. Apply the research process to critically review and/or generate theory</p>	<p>Teaching/learning methods</p> <p>Students learn cognitive skills through lectures, workshops sessions, on-line and practical exercises, conducting research both as a part of the module outcomes and the coursework.</p> <p>Assessment methods</p> <p>Students' cognitive skills are assessed by a variety of individual and group coursework, examinations, and reflexive activities throughout the programme</p>
<p>C. Practical skills</p>	<p>Teaching/learning methods</p>

On completion of the programme the successful student will be able to:

- C1. Critically evaluate the impact of organisational change and diversity policies and practices on employees' work-related attitudes, behaviours, and performance
- C2. Utilise action inquiry frameworks and related skills to plan, initiate, and engage in leading and managing change in a globalising business environment
- C3. Apply theory to interpret and assess contemporary workplace issues and situations to identify effective diversity initiatives that can be implemented within business operations
- C4. Design, and develop learning and development interventions and strategies that facilitate organisational change and diversity
- C5. Develop and demonstrate mastery of research skills

Students learn practical skills through a series of workshops, seminars and assignments that form part of the core and most elective modules, e.g. designing a policy, applying theory to explain a case study or solve an organisational issue, prepare consultancy reports to senior management and so on. For MA students there is also a possibility to embark on a dissertation which will further develop their research and writing skills. .

Assessment methods

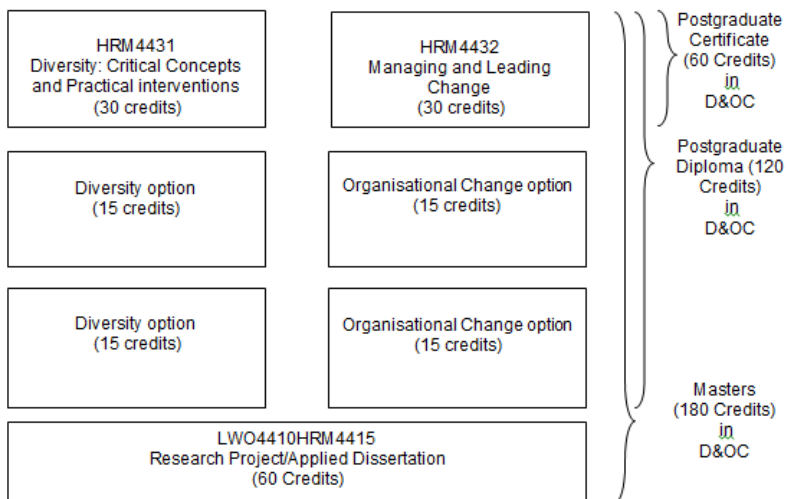
Students' practical skills are assessed by a variety of individual and group coursework, reports, presentations, and reflexive activities throughout the programme

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

12. 1 Overall structure of the programme

MA Diversity and Organisational Change (D&OC)

Full time

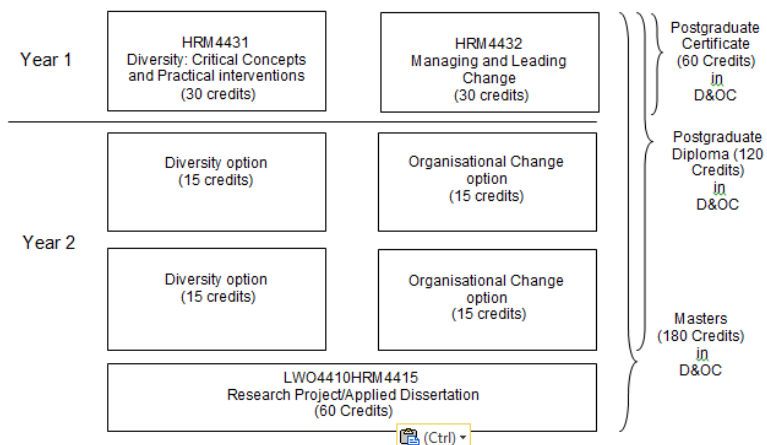


Diversity Options	Organisational Change Options
HRM4433 Inclusion and Exclusion at Work	HRM4437 Learning and Talent Development
HRM4434 Diversity, Flexible Working and Work-Life Balance Practices	HRM4438 Designing Adaptive Organisations
HRM4435 Managing Global and Diverse Workforce	LWO4403 Resilience at Work: Building Wellbeing at Work
HRM4436 Equality and the Law	LWO4414 Critical Leadership

For PGCert: HRM4431 + HRM4432

For PGDip: HRM4431 + HRM4432 + 2 diversity options + 2 organisational change options

MA Diversity and Organisational Change (D&OC) Part time



Diversity Options	Organisational Change Options
HRM4433 Inclusion and Exclusion at Work	HRM4437 Learning and Talent Development
HRM4434 Diversity, Flexible Working and Work-Life Balance Practices	HRM4438 Designing Adaptive Organisations
HRM4435 Managing Global and Diverse Workforce	LWO4403 Resilience at Work: Building Wellbeing at Work
HRM4436 Equality and the Law	LWO4414 Critical Leadership

For PGCert: HRM4431 + HRM4432

For PGDip: HRM4431 + HRM4432 + 2 diversity options + 2 organisational change options

12.2 Levels and modules		
Level 7 MA Diversity and Organisational Change		
COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
<p>Students must take all of the following:</p> <p>HRM4431 Diversity: Critical Concepts and Practical Interventions</p> <p>HRM4432 Managing and Leading Change</p> <p>LWO4410/HRM4415 Research Project/ Applied Dissertation</p>	<p>Students must also choose 2 from the following:</p> <p>HRM4433 Inclusion and Exclusion at Work</p> <p>HRM4434 Diversity, Diversity, Flexible Working and Work-Life Balance Practices</p> <p>HRM4435 Managing Global and Diverse Workforce</p> <p>HRM4436 Equality and the Law</p> <p>AND 2 from the following:</p> <p>HRM4437 Learning and Talent Development</p> <p>HRM4438 Designing Adaptive Organisations</p> <p>LWO4403 Resilience at Work: Building Wellbeing at Work</p> <p>LWO4414 Critical Leadership</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>

Level 7 PGDip Diversity and Organisational Change

COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
<p>Students must take all of the following:</p> <p>HRM4431 Diversity: Critical Concepts and Practical Interventions</p> <p>HRM4432 Managing and Leading Change</p>	<p>Students must choose 2 from the following:</p> <p>HRM4433 Inclusion and Exclusion at Work</p> <p>HRM4434 Diversity, Flexible Working and Work-Life Balance Practices</p> <p>HRM4435 Managing Global and Diverse Workforce</p> <p>HRM4436 Equality and the Law</p> <p>AND 2 from the following</p> <p>HRM4437 Learning and Talent Development</p> <p>HRM4438 Designing Adaptive Organisations</p> <p>LWO4403 Resilience at Work: Building Wellbeing at Work</p> <p>LWO4414 Critical Leadership</p>	<p>Students must pass 120 credits to achieve PGDip qualification</p>

Level 7 PGCert Diversity and Organisational Change		
COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
<p>Students must take all of the following:</p> <p>HRM4431 Diversity: Critical Concepts and Practical Interventions</p> <p>HRM4432 Managing and Leading Change</p>		<p>Students must pass 60 credits to achieve PG Cert</p>

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

13. Curriculum map
See page 42

14. Information about assessment regulations
Middlesex University Assessment Regulations apply to this programme, without exception.

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

If students are not in employment they are encouraged to do an internship or short placement. The programme also has a strong integrated practical component designed to develop students' practical skills of managing diversity and change in organisations.

Students may engage with employers in a variety of ways, for example, undertaking an internship, or gaining access to an organisation in order to conduct an in-company investigation. Dedicated support is available for this.

16. Future careers

Graduates of this programme may be expected to be able to manage, lead and consult on organisational change and diversity issues, undertake specific projects, identify and implement new initiatives and best practices in this area and so on. Other roles may be related to monitoring and implementing diversity policies, facilitating cross-national collaborations, leading company through change etc.

Graduates may be expected to have a variety of employment opportunities including: staff positions or free-lance consulting or advisory positions in large public sector organisations (e.g. including local authorities, central government departments, trade unions, universities and colleges, the police and armed forces, NHS Trusts), large and small private sector organisations (e.g. various large international consultancies, smaller firms with the specialism in change and diversity, large businesses e.g. banking, IT, insurance and so on with dedicated HR divisions), third sector organisations (e.g. charities, think-tanks with relevant specialisms and so on). Knowledge gained will allow graduates to be attractive both to UK, European and international employers.

17. Particular support for learning (if applicable)

- 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 counsellors 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)

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
- 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

Curriculum map for PG Cert/PG Dip/MA Diversity and Organisational Change

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	Critically evaluate core concepts and theoretical perspectives related to diversity and managing change in contemporary organisations	C1	Critically evaluate the impact of organisational change and diversity policies and practices on employees' work-related attitudes, behaviours, and performance
A2	Critically analyse relationships and links between theory, policy and practical interventions related to managing diversity and change in organisations	C2	Utilise action inquiry frameworks and related skills to plan, initiate, and engage in leading and managing change in a globalising business environment
A3	Demonstrate critical understanding of links between diversity and organisational change management	C3	Apply theory to interpret and assess contemporary workplace issues and situations to identify effective diversity initiatives that can be implemented within business operations
A4	Critically review a variety of perspectives on key issues and facets of diversity	C4	Design, and develop learning and development interventions and strategies that facilitate organisational change and diversity
A5	Critically review a variety of perspectives on key issues and facets of organisational change	C5	Develop and demonstrate mastery of research skills
A6	Rationalise and critically evaluate a range of research methodologies in their application to diversity and/or organisational change.		
Cognitive skills			
B1	Demonstrate mastery of the process of critical thinking and reflection		
B2	Use a variety of methods to analyse, evaluate and critique theoretical perspectives on diversity and organisational change		
B3	Demonstrate critical self-reflexivity in their learning		
B4	Apply the research process to a business issue		
B5	Apply the research process to critically review and/or generate theory		

A	A	A	A	A	A	A	B	B	B	B	B	B	C	C	C	C	C	D	D	D	D	D
1	2	3	4	5	6	7	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5
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	7	7	7

MA Diversity and Organisational Change

Module Code	Programme outcomes															
	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5
HRM4431	X	X	X				X	X				X		X	X	
HRM4432	X	X	X				X	X	X			X	X	X	X	
LWO4410/ HRM4415	X	X	X	X	X	X	X	X		X	X		X		X	X
HRM4433		X		X			X	X				X		X		
HRM4434		X		X			X	X	X			X		X		
HRM4435				X			X							X		
HRM4436				X			X							X		
HRM4437		X			X		X	X	X			X	X		X	
HRM4438	X	X			X		X	X				X	X		X	
LWO4403					X		X		X			X			X	
LWO4414					X		X		X						X	