

Title of Programme: MA Human Resource Management

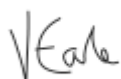
Programme Code: BSHRMT

Programme Specification

This programme specification is relevant to students entering:
01 September 2024

Associate Dean of School (Academic Quality Assurance):
Veronica Earle

Signature:



A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

Summary of amendments to the programme

Date	Section	Amendment
26/03/2024	Table 1a	Additional wording under course structures noting: 'In the first two semesters of their Dissertation or Project module students engage in activities essential to their success in the module. The substantive work for the Dissertation or Project will be undertaken in the third semester of delivery'.
26/03/2024	Table 4	Addition of Extended courses and removal of BSHRMTARM which is replaced by BSHRMME.

If you have any queries regarding the changes please email AQO@herts.ac.uk

Programme Specification MA Human Resource Management

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

Section 1

Awarding Institution/Body	University of Hertfordshire
Teaching Institution	University of Hertfordshire
University/partner campuses	De Havilland Campus
Programme accredited by	Chartered Institute for Personal and Development (CIPD)
Final Award (Qualification)	MA and PG Diploma
All Final Award titles	MA Human Resource Management
(Qualification and Subject)	MA Human Resource Management (Work Psychology)
	MA Human Resource Management (Global)
	MA Human Resource Management (Sandwich)
	MA Human Resource Management (Work Psychology) (Sandwich)
	MA Human Resource Management (Global) (Sandwich)
	MA Human Resource Management with Advanced Research
	MA Human Resource Management with Advanced Research (Work Psychology)
	MA Human Resource Management with Advance Research (Global)
	Post Graduate Diploma in Human Resource Management
FHEQ level of award	7

A. Programme Rationale

The aim of the PG HRM program is to develop an applied, critical and analytical approach to learning, and by using a scientist-practitioner experiential problem-based learning provide a bridge between theory and practice. Therefore, the rationale of the Post Graduate Human Resource Management (PG HRM) programmes is to provide a contemporary, critical, and applied programme of study which guides students through the main debates, research, and techniques of the area of study. The programme group is committed to an evidence based, inquiry focused philosophy with a rigorous leaning approach. The overall aim of the programme is to ensure that the students are critical thinking, practical, ethical and sustainable HRM practitioners who add value to organisations and society.

In addition, the programme provides students with the required knowledge and understanding to apply for professional membership of the Chartered Institute of Personnel and Development (CIPD) through both the MA and PG Diploma routes, thereby enhancing their employment opportunities. On completion of the course and the required core modules stream students will achieve the behavioural and knowledge components for the Level 7, Advanced CIPD qualification and students will achieve Associate CIPD membership. Students will be able to upgrade membership this to chartered membership, dependent on previous work experience.

Overall, the PG HRM programs aims to help students become aware of the need for different ways of thinking about work and organisations. To do so, the programme stimulates critical thinking about the changing external environment and the role of organisations and HRM within it. Current and future changes such as increasing workforce diversity, increasing awareness surrounding global and national inequality, complexity, climate change and how and where people want to work mean that HR practitioners will need to be able to think in more radical ways about the world of work and the diverse attitudes and motivations of those entering the labour market. Issues such as how to manage change and personal development are core themes for the programme.

A richness of approach will emerge not just from the teaching, but also from the student cohort. The programme aims to recruit a diverse student group, including practitioners with different perspectives to similar problems; for example, personnel/human resource managers, line managers, equal opportunities officers, trade unionists, and also graduate students who are keen to pursue their studies in this area. The programme offers specialist postgraduate level HRM study, with an expectation that all students are able to contribute fully and gain fully from their learning experiences from day one of the programme, albeit qualitatively, perhaps in rather different ways.

Staff expertise and experience as both practitioners and as active researchers has informed development and delivery of the programme. The HR Subject Group includes staff with experience of HR management and line management roles, and consultancy work. At School level the Global Work, Economy and Digital Inclusion Research Group provides a focus for much employment-related research. The HR Subject Group, including many of the MA HRM teaching staff, contributes to a research profile in this subject area.

The program also offers the opportunity for full time students to follow a two-year sandwich route. Students will complete a 30-week full time work placement which has to be approved by the University of Hertfordshire Careers and Placement team. Students make their own arrangements for the work placement in the UK. Student must pass all Semester A modules (60 credits) in the first sitting, to be eligible to continue and progress on this sandwich programme in their second year of study. To support this programme route a module for readiness for employment is undertaken by students in Semester B, and to successfully complete the work placement, a work placement portfolio with pass/fail criteria, must be completed.

Alternatively, student may opt to study a two-year full route with Advanced Research. This programme route is also the default route for students who do not gain enough credits to undertake a work placement, or who are unable to attain a University of Hertfordshire approved placement. The Advanced Research programme develops student's skills in the areas of business consultancy, employability and requires student to undertake a substantive applied business research project.

B. Educational Aims of the Programme

Diversity and Inclusion

Our programmes are purposefully designed to enable all students to engage meaningfully with the curriculum by being accessible and representative. We will support students to shape their learning experience, removing barriers and enabling them to succeed. The curriculum explicitly includes multiple and representative perspectives, valuing collective identities and individual diversity. Learning, teaching and assessment activities help students to understand how they can enhance outcomes both for themselves and for others. All students belong to a learning community, and during their studies we really want to hear their voices, encourage them to listen to others, and express themselves.

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in [UPR TL03](#).

Additionally this programme aims to:

- Provide a contemporary, critical and applied programme of study at postgraduate level in the Human Resource Management subject area
- Adapt an experiential based approach to develop students learning and HRM skills.
- Develop practitioners who are able to adapt an inquiry and evidence-based approach to HRM practice
- Provide a thorough grounding in the research, practices and theoretical approaches and debates which are recognised as appropriate to the postgraduate study of HRM at individual, organisational, national and international levels.
- Provide an opportunity for students to pursue some subjects in greater depth, seek out an avenue of HRM enquiry and to carry out independent research through the undertaking of a dissertation and/or HR Management Research Report
- Provide students with the opportunity to gain the required knowledge and understanding to qualify for CIPD Professional Membership status
- Provide a range of subjects and study options (pathways) within the programme that will meet the needs of a diverse student group and a complex environment

- Provide students with the opportunity to develop the qualities and strategies needed for employment in complex and unpredictable HRM and related environments
- Develop practitioners who are able to facilitate sustainable organisations

Graduate Attributes

Our graduates will be capable and professional, creative and enterprising, and will build their social and global awareness throughout. In addition to their subject expertise and proficiency, as a University of Hertfordshire graduate, they will be:

- Professionally focused
- Globally minded
- Sustainability driven
- Digitally capable and confident
- Inclusive and collaborative
- Evidence based and ethical

C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2021) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
A1- Demonstrate a critical understanding of HRM theory and practice.	Acquisition of knowledge and understanding is through a problem-solving approach using experiential learning and the notion of the scientist-practitioner in the teaching/learning strategies.	Knowledge and understanding are assessed through assessments that combine both theory/science/evidence and an application of that in each piece of assessment, combined with a reflection on the work/experience.
A2- Show a critical appreciation of the relationship between human resource management and the strategic and operational requirements of organisations/enterprise's and the wider society.	Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	Knowledge and understanding are assessed through a combination of (although not limited to): class presentations, group work, reports, and a large-scale project/dissertation, small projects, essays.
A3- Demonstrate a systematic understanding of a wide range of contemporary research, practices, theoretical approaches, and debates at the forefront of the HRM academic and professional discipline.	To achieve this the programme will adapt a student focused learning strategy and using experiential learning methods and facilitation, which may also include a combination of research, seminars, presentations, group work, workshops, study trips, role plays, guest speakers and live projects/cases. Project learning is developed by one-to-one sessions with an allocated supervisor.	The dissertations and project will assess the ability of the student to identify research, analyse, and draw conclusions from a detailed study, normally incorporating elements of primary research.
A4- Develop an understanding of how the boundaries of HRM knowledge are advanced through research and evidence-based inquiry.		
A5- Develop practice and evidence approach by		

<p>advanced research skills in facilitating an evidence and problem-solving approach by applying research skills in undertaking a substantial piece of independent original research project.</p> <p><u>Sandwich option only</u></p> <p>A6- Develop contextual knowledge through a substantive work placement experience.</p>	<p>In line with an evidence-based student-centred learning strategy the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learned and to broaden their individual knowledge and understanding of the subject.</p>	
<p>Intellectual skills:</p>	<p>Teaching/learning methods & strategies</p>	<p>Assessment</p>
<p>B1- Develop an inquiry practice oriented mindset by problem solving and decision making, evaluating complex issues arising from the research, practices, theoretical approaches and debates in the subject of HRM.</p> <p>B2- Critical thinking and critical appraisal applied to current areas of the curriculum in HR areas, and to the context of their work in a national and international context.</p> <p>B3- Conduct research into business and human resource management issues and be able to take an evidence based and consultancy approach to practice.</p> <p>B4- Analyse HRM management tools for leadership, development, sustainability and performance management.</p>	<p>Intellectual skills are developed throughout the programme by the methods and strategies outlined in section A, above.</p> <p>Problem solving and decision-making skills are further developed through seminar activities and group work exercises.</p> <p>Throughout, the learner is encouraged to develop intellectual skills further by independent study.</p>	<p>Intellectual skills are assessed through a range of coursework exercises, in class presentations, group work, essays, and reports throughout the programme.</p> <p>B3 is assessed through the Dissertation / Management Research Report process.</p> <p>Analysis and problem solving are assessed through presentations, management reports and coursework.</p>
<p>Practical skills:</p>	<p>Teaching/learning methods & strategies</p>	<p>Assessment</p>
<p>C1- Develop HRM specific skills and the application of these.</p>	<p>Practical skills are developed through the use of an experiential problem-based learning approach and specific skill development workshops in each module and</p>	<p>Practical skills are assessed through the use of a variety of applied assessments in each module.</p>

<p>C2- Be able to communicate complex ideas and arguments, using a range of media, including professional reports and presentations.</p> <p>C3- Develop long term learning skills through experiential learning, reflection on practice and experience to provide a springboard for subsequent personal and professional development.</p> <p>C4- Effectively use HRM tools such as digital leaning tools, facilitation and leading HRM activities.</p>	<p>also developed throughout the programme by a range of activities, using a variety of teaching and learning methods.</p> <p>These include seminars, workshops, and tutorial activities. Work is carried out both individually and in groups.</p> <p>Discussion of issues between the cohort members is encouraged to ensure a broad range of backgrounds, opinions, skills and experiences are represented.</p>	<p>In addition, practical skills are assessed through a range of assignments built into individual modules which include oral presentations, written assignments or role-play exercises and case study analysis.</p> <p>The dissertation and/or HR project includes a full range of practical HRM skills, including a section where the graduate is required to present detailed recommendations and to undertake a self-reflection of the dissertation/project process.</p>
<p>Transferable skills:</p>	<p>Teaching/learning methods & strategies</p>	<p>Assessment</p>
<p>D1- Perform effectively within individual, group and team environments.</p> <p>D2- Demonstrate sensitivity to diversity in people and different situations.</p> <p>D3- Recognise ethical dilemmas and corporate responsibility issues to ensure sustainability.</p> <p>D4- Select and use primary and secondary research methodologies to develop evidence-based practice.</p>	<p>Transferable skills are developed through the explicit use of experiential problem-based learning throughout the programme.</p> <p>This is reinforced by the applied assessment in each module.</p> <p>Transferable skills are therefore developed throughout the programme by a range of opportunities to work on assignments requiring individual and group working, including seminars, workshops, dissertation work, role-plays, case studies, class presentations, as well as peer-to-peer discussion.</p> <p>The choice of method will depend upon the nature and format of the specific module and its learning outcomes.</p> <p>Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan.</p>	<p>Transferable skills are assessed through the use of experiential problem-based learning.</p> <p>Transferable skills are assessed through a range of individual and group assignments built into the curriculum as outlined in A, B and C above.</p>

D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered as a full time one-year study programme, a two-year full-time study programme with

sandwich option or Advanced Research and a 2-year part time programme.

Two-year full-time Sandwich route incorporates one-year work placement for a minimum of 30 weeks full-time experience. Students must normally pass all modules in the first attempt of the first semester to proceed to the placement. For students with visa restrictions, the placement would need to take place within the UK. Students will typically need to secure a placement by the end of semester B in the first academic year of study, in order to ensure that the placement is approved by the University's Careers team.

The programme is offered in Human Resource Management and has three pathway routes – a generalist route, Global HRM or Work Psychology as well as two second year routes for full time students which incorporate Sandwich or Advanced Research.

Student who are unable to secure a work placement and have chosen to study the Sandwich route, or do not meet the requirements to undertake a placement, will be transferred onto the Advanced Research route at progression.

The part time programme is offered over two years, studying 75 credits in year one, and 105 credits in year two.

Semester A entry

MA HRM (FT)
MA HRM (Global) FT
MA HRM (Work Psychology) FT
MA HRM (Sandwich) FT 2 years
MA HRM with Advanced Research FT 2 years

MA HRM Part Time 2 years
PG Dip HRM Part Time 2 years

Semester B entry

MA HRM Part Time 2 years
PG Dip HRM Part Time 2 years

Full-time 1-year, full-time 2-year Sandwich and Advanced Research and part-time 2 year modes of study leads to the award of MA HRM with studied titles.

The normal entry requirements for the programme are:
a minimum of 2:2 UK UG degree or equivalent or CIPD level 5 with 2 years relevant HRM experience.

Intake for Semester A is September and Semester B, for the part time route, February. There is no Semester B entry for the full-time options.

Professional and Statutory Regulatory Bodies

The course is currently accredited by the CIPD.

Work-Based Learning, including Sandwich Programmes

An award of 'Sandwich' is made if at least 30 weeks of approved, supervised work experienced is undertaken in addition to the requirements for the first year of study. Students are responsible for sourcing their own placements. Support is given by the Employability team and Careers to help students gain placements. Students are also required to study Professional Work Placement (enrolled on to support work placement) 7BUS2102 to prepare students for placement searching.

For students on a Student Route visa, the placement would normally need to take place within the UK, as the visa covers you for placement based in the UK. However, if a non-UK placement can meet the monitoring requirements required by the Student Immigration Compliance Team then it may be considered. You are advised to contact SIT Compliance (sitcompliance@herts.ac.uk) to understand what is involved. Please be aware that if you take a placement outside the UK, the University cannot advise you on any visa you may require to work in that country - it will be the sole responsibility of your employer to arrange the visa for you.

Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

Award Route: MA Human Resource Management, MA Human Resource Management (Global) and MA Human Resource Management (Work Psychology)

Mode of study: FULL TIME (ONE YEAR) and PART TIME (2 YEARS)

Entry point: Semester A and Semester B PART TIME (2 YEARS) ONLY

MA Human Resource Management

Mode of study Full Time (One Year)

Entry point Semester A

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
Business Research in People Practice	7BUS2046	15	0	0	100	0	B
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	60	0	0	100	0	ABC

In the first two semesters of their Dissertation or Project module students engage in activities essential to their success in the module. The substantive work for the Dissertation or Project will be undertaken in the third semester of delivery.

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select two from Semester A, two from Semester B</i> Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Global HRM	7BUS2054	15	0	0	100	0	A
Effective Work Psychology	7BUS2056	15	0	0	100	0	A1
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A

People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B
Strategic Reward	7BUS2050	15	0	0	100	0	B
People Resourcing	7BUS2051	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B
Global HRM	7BUS2054	15	0	0	100	0	B

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

The award of a MA degree requires 180 credit points at level 7 including the dissertation project.

MA Human Resource Management (Global)

Mode of study Full Time (One Year)

Entry point Semester A

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Global HRM	7BUS2054	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
Business Research in People Practice	7BUS2046	15	0	0	100	0	B
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	60	0	0	100	0	ABC

In the first two semesters of their Dissertation or Project module students engage in activities essential to their success in the module. The substantive work for the Dissertation or Project will be undertaken in the third semester of delivery.

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Optional Modules							
<i>Select one from semester A, one from semester B</i>							
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A

Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B
Strategic Reward	7BUS2050	15	0	0	100	0	B
People Resourcing	7BUS2051	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

The award of a MA degree requires 180 credit points including at least 150 at level 7.

MA Human Resource Management (Work Psychology)

Mode of study Full Time (One Year)

Entry point Semester A

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
Business Research in People Practice	7BUS2046	15	0	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	60	0	0	100	0	ABC

In the first two semesters of their Dissertation or Project module students engage in activities essential to their success in the module. The substantive work for the Dissertation or Project will be undertaken in the third semester of delivery.

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select one from semester A, one from semester B</i> Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
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Global HRM	7BUS2054	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Strategic Reward	7BUS2050	15	0	0	100	0	B
People Resourcing	7BUS2051	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B
Global HRM	7BUS2054	15	0	0	100	0	B

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

The award of a MA degree requires 180 credit points including at least 150 at level 7.

MA Human Resource Management

Mode of study Part Time (Two years)

Entry point Semester A

Students on the part time study route, study 75 credits in Year 1 and 105 credits in Year 2.

YEAR 1

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Business Research in People Practice	7BUS2046	15	0	0	100	0	B

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select ONE from semester A, ONE from semester B</i> Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B

Strategic Reward	7BUS2050	15	0	0	100	0	B
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Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

YEAR 2

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	60	0	0	100	0	ABC

In the first two semesters of their Dissertation or Project module students engage in activities essential to their success in the module. The substantive work for the Dissertation or Project will be undertaken in the third semester of delivery.

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select ONE from semester A, ONE from semester B</i> Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
Global HRM	7BUS2054	15	0	0	100	0	A
People Resourcing	7BUS2051	15	0	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

The award of a MA degree requires 180 credit points at level 7 including the dissertation project.

Students who want to attain the pathway awards of MA Human Resource Management (Global) or MA Human Resource Management (Work Psychology) must complete the required modules. These are listed as module options but are **COMPULSORY** in order to attain the 30 credits of specialism required.

MA Human Resource Management (Global) – must study:

Global HRM 7BUS2054 and People Management Across Cultures 7BUS2055

MA Human Resource Management (Work Psychology) – must study:

Effective Work Psychology 7BUS2056 and Contemporary Issues in Work Psychology 7BUS2057

MA Human Resource Management

Mode of study Part Time (Two years)

Entry point Semester B

Students on the part time study route, study 75 credits in Year 1 and 105 credits in Year 2.

YEAR 1

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select ONE from semester A, ONE from semester B and</i> Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B
People Resourcing	7BUS2051	15	0	0	100	0	B
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

YEAR 2

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Business Research in People Practice	7BUS2046	15	0	0	100	0	B
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	60	0	0	100	0	BC
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A

In the first semester of their Dissertation or Project module students engage in activities essential to their success in the module. The substantive work for the Dissertation or Project will be undertaken in the third semester of delivery.

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select ONE from semester A, ONE from semester B</i> Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Strategic Reward	7BUS2050	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
Global HRM	7BUS2054	15	0	0	100	0	A

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

The award of a MA degree requires 180 credit points at level 7 including the dissertation project.

Students who want to attain the pathway awards of MA Human Resource Management (Global) or MA Human Resource Management (Work Psychology) must complete the required modules. These are listed as module options but are COMPULSORY in order to attain the 30 credits of specialism required.

MA Human Resource Management (Global) – must study:

Global HRM 7BUS2054 and People Management Across Cultures 7BUS2055

MA Human Resource Management (Work Psychology) – must study:

Effective Work Psychology 7BUS2056 and Contemporary Issues in Work Psychology 7BUS2057

Award Route: MA Human Resource Management, -(Sandwich)

Mode of Study: FULL TIME TWO YEARS

Entry Point: Semester A Entrants Only

This route of study incorporates a minimum of 30 weeks placement work. In order to undertake a ‘Sandwich’ placement student must pass all modules in the first attempt of their first semester (Semester A) and achieve 60 credits and then achieve a further 60 credits by the end of Semester B.

Student who are then academically eligible for the ‘Sandwich’ route must secure a professional work placement themselves with the help of the Careers and Employment team. The professional work placement will have to be approved by the Careers and Employment team. For students with visa restrictions, the placement will need to take place in the UK.

Students who are not academically eligible, or unable to secure a professional work placement, will be

transferred from the 'Sandwich' route to the two year 'Advanced Research' route.
Transferring pathways may impact on eligibility for Graduate visa.

MA Human Resource Management (Sandwich)

Mode of study: Full Time (Two Years)

Entry point Semester A

YEAR 1

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
Business Research in People Practice	7BUS2046	15	0	0	100	0	B

Semester C (year 1) is a vacation, unless a student has referred/deferred assessments to complete - in which case the vacation will begin after the referred/deferred work has been submitted.

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select TWO from semester A, TWO from semester B</i> Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Global HRM	7BUS2054	15	0	0	100	0	A
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B
Strategic Reward	7BUS2050	15	0	0	100	0	B
People Resourcing	7BUS2051	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B
Global HRM	7BUS2054	15	0	0	100	0	B

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

YEAR 2

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Professional Work Placement (enrolled on to support work placement) **	7BUS2102	60	0	0	P/F	0	AB
Work Placement Portfolio	7BSP1318	0	0	0	P/F	0	BC
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	60	0	0	100	0	BC

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

The award of a MA degree requires 240 credit points at level 7 including the dissertation project.

**The professional work placement period normally commences immediately after Semester B (late May) in the academic year of starting the programme and finished usually at the same time the following year. Placements must be for a minimum period of 30 weeks of full-time work. Immediately following the 'Sandwich' placements students return, complete and submit their work placement portfolio at the start of Semester C.

Students will be allocated a supervisor in Semester A of the second year of their programme. Supervision will continue through Semesters B and C in the final year, with submission of the Dissertation in September.

The award of MA Human Resource Management (Sandwich) requires the completion of 240 credits at L7, successful completion of a 30 week professional work placement, submission with satisfactory completion of work placement milestones and the work placement portfolio at the beginning of Semester C.

MA Human Resource Management with Advanced Research

This 'with Advanced Research' is available to full time Semester A entrants as a standalone module. It is also available to those students who were registered on the 'Sandwich' routes but who are not eligible to progress to the 'Sandwich' route or who do not secure a professional work placement by the deadline given. Transferring pathways may impact on eligibility for Graduate visa.

MA Human Resource Management with Advanced Research

Mode of study Full Time (Two Years)

Entry point Semester A

YEAR 1

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A

Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
Business Research in People Practice	7BUS2046	15	0	0	100	0	B

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test0, Presentation

Optional Modules

Select a Total of Four Modules options from either semester A, semester B A maximum of 60 credits can only be studied in one Semester including the compulsory modules

Module Titles	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Global HRM	7BUS2054	15	0	0	100	0	A
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B
Strategic Reward	7BUS2050	15	0	0	100	0	B
People Resourcing	7BUS2051	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B
Global HRM	7BUS2054	15	0	0	100	0	B

Semester C (year 1) is a vacation, unless a student has referred/deferred assessments to complete - in which case the vacation will begin after the referred/deferred work has been submitted.

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

YEAR 2

Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Advanced Business Research***	7BSP1371	30	0	0	P/F	0	A
Professional and Consultancy Skills***	7BSP1372	30	0	0	P/F	0	A
Major Research Project (HRM)	7BUS2058	60	0	0	100	0	BC

Coursework assessment may include the following activities:

Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Students will be allocated a supervisor in Semester A of the second year of their programme. Supervision will continue through Semesters B and C in the final year, with submission of the Major HRM Applied Project in September.

***The Advanced Business Research and Professional and Consultancy Skills are two taught modules in Year 2 and assessed as PASS/FAIL. Attendance is monitored.

The award of MA Human Resource Management with Advanced Research requires the completion of 240 credits at L7 with the satisfactory completion of Advanced Business Research and Professional and Consultancy Skills in their 2nd year's academic study. The additional 60 credits of study on the full time 2-year study route (Advanced Business Research and Professional and Consultancy Skills) are recorded on the transcript as PASS/FAIL only, and no numeric grade will be awarded.

The award of a MA degree requires 180 credit points at level 7 including the dissertation project.

Post Graduate Diploma in Human Resource Management

Mode of study Part Time (2 Years)

Entry point Semester A

This award requires students to undertake 120 credits of study. These must include the core modules accredited by the CIPD and defined as core, which also includes a 15 credit Management Research Report.

No specialist pathway routes are available on this award route.

YEAR 1

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A
Business Research in People Practice	7BUS2046	15	0	0	100	0	B

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select TWO modules – ONE from either Semester A and ONE from Semester B– Totalling 30 credits of optional modules.</i>	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B
Strategic Reward	7BUS2050	15	0	0	100	0	B

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

YEAR 2

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
PG HRM Management Project (CIPD)	7BSP1305	15	0	0	100	0	ABC

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select ONE from either semester A or semester B</i>	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Module Titles							
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
Global HRM	7BUS2054	15	0	0	100	0	A
People Resourcing	7BUS2051	15	0	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Post Graduate Diploma in Human Resource Management

Mode of study Part Time (2 Years)

Entry point Semester B

YEAR 1

Compulsory Modules Module Title	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Working Lives in a Changing Environment	7BUS2044	15	0	0	100	0	B
Personal Effectiveness and Leadership	7BUS2047	15	0	0	100	0	A

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select two modules- ONE from either Semester B and ONE from semester A Totalling 30 credits of optional modules</i>	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Contemporary Issues in Work Psychology	7BUS2057	15	0	0	100	0	B
People Resourcing	7BUS2051	15	0	0	100	0	B
Strategic Learning and Development	7BUS2052	15	0	0	100	0	A
Effective Work Psychology	7BUS2056	15	0	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	0	0	100	0	A

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

YEAR 2

Compulsory Modules	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Business Research in People Practice	7BUS2046	15	0	0	100	0	B
PG HRM Management Project (CIPD)	7BSP1305	15	0	0	100	0	BA
Strategic People Management and Development	7BUS2045	15	0	0	100	0	A

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

Optional Modules <i>Select ONE from either semester B or semester A</i>	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	0	0	100	0	B
People Management Across Cultures	7BUS2055	15	0	0	100	0	B
Ethics in Business: A Global Perspective	7BUS2053	15	0	0	100	0	A
Employment Law	7BSP1376	15	0	0	100	0	A
Global HRM	7BUS2054	15	0	0	100	0	A

Coursework assessment may include the following activities:
Report, Essay, Poster, Video, Debate, Blog, Reflection, Portfolio, Test, Presentation

The award of a PG Diploma requires 120-165 credit points at level 7 including the dissertation project.

Chartered Institute of Personnel and Development (CIPD) Accreditation

Student who wish to obtain CIPD Accreditation need to successful pass all Compulsory modules which are accredited to the CIPD. These are listed below:

Strategic People Management and Development	7BUS2045	15	English	0	100	0	A
Personal Effectiveness and Leadership	7BUS2047	15	English	0	100	0	A
Working Lives in a Changing Environment	7BUS2044	15	English	0	100	0	B
Business Research in People Practice	7BUS2046	15	English	0	100	0	B
One of the following depending on pathway:							
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	60	English	0	100	0	ABC
Major Research Project (HRM)	7BUS2058	60	English	0	100	0	BC
PG HRM Management Project (CIPD)	7BSP1305	15	English	0	100	0	ABC

Table 1b Final and interim awards available
The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
Masters	MA Human Resource Management	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA Human Resource Management (Global)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4 and A6 for the sandwich route
Masters	MA Human Resource Management (Work Psychology)	180 credit points including at least 150 at level 7	3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA Human Resource Management (Sandwich)	240 credit points including at least 150 at level 7	6 Semesters	A1, A2, A3, A4, A5, A6, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA Human Resource Management (Global) (Sandwich)	240 credit points including at least 150 at level 7	6 Semesters	A1, A2, A3, A4, A5, A6, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA Human Resource Management (Work Psychology) (Sandwich)	240 credit points including at least 150 at level 7	6 Semesters	A1, A2, A3, A4, A5, A6, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA Human Resource Management with Advanced Research	240 credit points including at least 210 at level 7	5 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA Human Resource Management with Advanced Research (Global)	240 credit points including at least 210 at level 7	5 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA Human Resource	240 credit points including	5 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4

	Management with Advanced Research (Work Psychology)	at least 210 at level 7		
Postgraduate Diploma CIPD	PG Dip Human Resource Management	120 credit points, including at least 90 at level 7 and the core modules	2, 3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4.

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Certificate	Untitled	60 credit points, including at least 45 at level 7	1-2 Semesters	<i>For untitled awards:</i> See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm

Masters and Diploma awards can be made "with Distinction" or "with Commendation" where criteria as described in [UPR AS14](#), Section D and the students' handbook are met.

Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) and [UPR AS14](#)) with the exception of those listed below, which have been specifically approved by the University:

- As specified by the external accrediting body (CIPD) no compensation for failed core modules is permitted.
- A research project or dissertation must be passed.

The placement year comprises an agreed period of a minimum of 30 weeks (including employers' and statutory holidays) of full time work at an organisation or company which has agreed to those terms and conditions regarded as essential by the University of Hertfordshire.

Students will be supervised according to university regulations. The learning experience will be assessed in the module 'Work Placement Assessment', to enable students to demonstrate both their knowledge of the industry, their skills development and their professional attributes.

Placements are advertised through the Career and Placements Office. Students may also source their own placement, but it must be subsequently approved by the School in terms of health and safety, equality legislation and supervisory guidelines before a student can take it up. For students with visa restrictions, the placement will need to take place in the UK.

All students on the on the pathway leading to the award MA Human Resource Management (Sandwich) are eligible to proceed to a placement year provided they have achieved 60 credits by the end of Semester A and a further 60 credits by the end of Semester B, and they have completed the appropriate placement documentation.

All students are eligible for a work placement regardless of GPA, but the work placement cannot be guaranteed.

Further points of clarification and interpretation relevant to this specific programme are given below:

- In order to enrol onto the Work Placement module, students need to have passed 60 credits in Semester A. Students who have not passed 60 credits in Semester A are able to transfer to the HRM pathway or the HRM (with Advanced Research) pathway.
- To qualify for the award of MA HRM (Sandwich), students must successfully complete the module Work Placement Assessment, as well as the Work Placement. Students who do not successfully complete these modules will be eligible for the award MA HRM on successful completion of 180 credits, including the Dissertation 45 credits.
- To qualify for the award of MA HRM (with Advanced Research), students must successfully complete the two 30 credit Level 7 modules 'Advanced Business Research' and "Professional and Consultancy Skills. No final compensatory credit can be awarded for these modules.
- Students undertaking a sandwich placement can only trail up to 30 credits of referred (FREF) and/or deferred (DEF) modules from Year 1 and are not usually permitted any failures requiring re-enrolment (FREN) from Year 1. Students who have not met these progression requirements, including students with outstanding deferrals (DEF) from the first attempt at their first 60 credits, will be transferred from the Sandwich award to the two-year 'with Advanced Research' programme.
- The award calculation for the award of MA HRM (with Advanced Research) will be based on an average of the best 150 of 180 grade-bearing credits on the programme. The remaining 60 credits gained from 'Major HRM Applied Project'. The 'Advanced Business Research' and 'Professional and Consultancy Skills' are excluded from this calculation as these modules are graded on a pass/fail basis.
- A pass grade in the dissertation or project for CIPD accreditation is required.
- The dissertation or project must contain a recommendations chapter.
- The maximum period within which a student may gain an award on the programme is 4 years from their date of registration.
- Students cannot progress to their Year 2 Advanced Research route with more than 60 credits of failed (FREF/DEF/FREN) modules in Year 1. Students are permitted to progress to the second-year of the Advanced Research programme with trailing failure modules and may only repeat a maximum of 30 credits in Semester A and 30 credits in Semester B in year 2. All students undertaking a two-year Advanced Research programme of study will be automatically re-registered on any failed modules from Year 1.
- The MA HRM (Sandwich) incorporates a 60 credit placement plus 180 credits at Level 7. Students will need to complete a 30-week placement, submit acceptable milestone reports and pass the Work Placement Portfolio at the start of Semester C.
- The MA HRM (with Advanced Research) requires 240 credits passed at level 7 and Advanced Business Research and Professional and Consultancy Skills passed.

E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:

- A Year/Programme Tutor to help students understand the course/programme structure.
- Student representatives on programme committees.
- Module Leaders.
- A designated administrative team to deal with day-to-day administration associated with the modules within the programme.
- A Dean of School who has overall responsibility for all programmes in the School.
- An Associate Dean of School (Academic Quality Assurance) who has overall responsibility for academic quality, assurance and enhancement with and on behalf of the Dean of School.
- An Associate Dean of School (Learning and Teaching) who has overall responsibility for learning and teaching with and on behalf of the Dean of School.
- An Associate Dean of School (Student Experience) who has overall responsibility for induction and student experience with and on behalf of the Dean of School.
- The Programme Leader, who is responsible for advising students on the programme as a whole and chairing the programme committee.
- A Head of Group for HRM who is responsible for all the modules on the programme.
- The programme committee which has a membership which includes all of the above plus an Information Manager and student representatives.

Support

Students are supported by:

- An induction week at the beginning of each new academic session.
- Overseas Orientation.
- You will have a Personal Tutor who will be an important point of contact, able to help you gain a good understanding of the School and programme you are studying.
- A substantial Student Centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support, etc.
- Office of Dean of Students, Student Wellbeing (incorporating Counselling, Mental Health and Disability Support), Chaplaincy, and Day Nursery.
- Canvas, a versatile on-line inter-active intranet and learning environment.
- Guided student-centred learning on Canvas module sites.
- Access to extensive digital and print collections of information resources.
- Attractive modern study environments in 2 Learning Resources Centres.
- Academic Skills Centres.
- Medical Centre.
- University Disability Advisors.
- Careers and Employment.
- Hertfordshire Students' Union.
- de Havilland Student Administration Service.
- Centre for Academic Skills Enhancement (CASE) includes module specific support, such as numeracy and report writing.
- Reflective Writing Support - (CASE)
- Academic English for Business (AEB) tutor(s)
- Student Success Hubs, which include a Mathematics Drop-in Centre.
- English support classes.
- Student representative on programme committees.
- Induction at the beginning of the academic session.
- An Equality Office.
- Technical support throughout the programme of study available at helpdesk@herts.ac.uk
- Dedicated programme site.

F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A dedicated programme site
- A Definitive Module Document (DMD) for each constituent module;

The [Ask Herts](#) website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: <http://www.herts.ac.uk/secreg/upr/>. In particular, [UPR SA07](#) 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: <https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>.

G. Entry requirements

The normal entry requirements for the programme are:

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in [UPR SA03](#)), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

If you would like this information in an alternative format please contact:
dhaq@herts.ac.uk

If you wish to receive a copy of the latest External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

MA Human Resource Management

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)																	
		Knowledge & Understanding				Intellectual Skills				Practical Skills				Transferable Skills					
Module Title	Module Code	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4
Working Lives in a Changing Environment	7BUS2044	X	X	X	X			X	X	X		X	X	X		X	X		X
Strategic People Management and Development	7BUS2045	X	X	X	X			X	X	X	X	X	X	X	X	X	X		X
Business Research in People Practice	7BUS2046	X		X	X			X	X	X	X	X	X	X	X	X	X		X
Personal Effectiveness and Leadership	7BUS2047	X		X	X			X		X	X	X	X	X	X	X	X		X
Contemporary Employment Relations	7BUS2048	X	X	X	X			X	X	X		X	X	X	X	X	X		X
Sustainable Organisational Change and Development	7BUS2049	X	X	X	X			X		X	X	X	X	X	X	X	X		X
Strategic Reward	7BUS2050	X		X	X			X	X	X	X	X	X	X	X	X	X		X
People Resourcing	7BUS2051	X	X	X	X			X	X	X	X	X	X	X	X	X	X		X
Strategic Learning and Development	7BUS2052	X		X	X			X		X	X	X	X	X	X	X	X		X
Ethics in Business: A Global Perspective	7BUS2053	X	X	X	X			X	X	X	X	X	X	X		X	X	X	X
Global HRM	7BUS2054	X	X	X	X			X	X	X	X	X	X	X		X	X	X	X
People Management Across Cultures	7BUS2055	X	X	X	X			X	X	X	X	X	X	X		X	X	X	X
Effective Work Psychology	7BUS2056	X		X	X			X		X	X	X	X	X	X	X	X		X
Contemporary Issues in Work Psychology	7BUS2057	X		X	X			X		X		X	X	X	X	X	X		X
Employment Law	7BSP1376	X	X	X	X			X						X	X	X	X	X	X
Advanced Business Research	7BSP1371	X	X	X	X			X	X		X	X	X	X	X	X	X	X	X
Professional and Consultancy Skills	7BSP1372							X	X	X			X			X	X	X	X
Professional Work Placement	7BUS2102						X					X			X	X	X		
Work Placement Portfolio	7BSP1318						X					X	X	X			X	X	

Module Title	Module Code	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	X		X	X	X				X		X	X	X		X	X	X	X
PG HRM Management Project (CIPD)	7BSP1305	X		X	X	X				X		X	X	X		X	X	X	X
Major Research Project (HRM)	7BUS2058	X		X	X	X				X		X	X	X		X	X	X	X

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

- A1. Demonstrate a critical understanding of HRM theory and practice.
- A2. Show a critical appreciation of the relationship between human resource management and the strategic and operational requirements of organisations/enterprise's and the wider society.
- A3. Demonstrate a systematic understanding of a wide range of contemporary research, practices, theoretical approaches, and debates at the forefront of the HRM academic and professional discipline.
- A4. Develop an understanding of how the boundaries of HRM knowledge are advanced through research and evidence-based inquiry.
- A5. Develop practice and evidence approach by advanced research skills in facilitating an evidence and problem-solving approach by applying research skills in undertaking a substantial piece of independent original research project.

Sandwich option only

- A6. Develop contextual knowledge through a substantive work placement experience.

Practical Skills

- C1. Develop HRM specific skills and the application of these.
- C2. Be able to communicate complex ideas and arguments, using a range of media, including professional reports and presentations.
- C3. Develop long term learning skills through experiential learning, reflection on practice and experience to provide a springboard for subsequent personal and professional development.
- C4. Effectively use HRM tools such as digital leaning tools, facilitation and leading HRM activities.

Intellectual Skills

- B1. Develop an inquiry practice oriented mindset by problem solving and decision making, evaluating complex issues arising from the research, practices, theoretical approaches and debates in the subject of HRM.
- B2. Critical thinking and critical appraisal applied to current areas of the curriculum in HR areas, and to the context of their work in a national and international context.
- B3. Conduct research into business and human resource management issues and be able to take an evidence based and consultancy approach to practice.
- B4. Analyse HRM management tools for leadership, development, sustainability and performance management.

Transferable Skills

- D1. Perform effectively within individual, group and team environments.
- D2. Demonstrate sensitivity to diversity in people and different situations.
- D3. Recognise ethical dilemmas and corporate responsibility issues to ensure sustainability.
- D4. Select and use primary and secondary research methodologies so as to develop evidence-based practice.

Table 3: Development of Graduate Attributes in the Constituent Modules

This map identifies where the Graduate Attributes are delivered in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the development of the Graduate Attributes (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own personal and professional development as the programme progresses. [Note that there is no requirement for the Graduate Attributes to be assessed through these modules]

D = Delivered

Module Title	Module Code	Professionally Focused	Globally Minded	Sustainability Driven	Digitally capable & confident	Inclusive and collaborative	Evidenced based and Ethical
Working Lives in a Changing Environment	7BUS2044	D	D	D		D	D
Strategic People Management and Development	7BUS2045	D	D	D	D	D	D
Business Research in People Practice	7BUS2046	D	D	D	D	D	D
Personal Effectiveness and Leadership	7BUS2047	D	D	D	D	D	D
Contemporary Employment Relations	7BUS2048	D	D	D		D	D
Sustainable Organisational Change and Development	7BUS2049	D	D	D	D	D	D
Strategic Reward	7BUS2050	D	D	D	D	D	D
People Resourcing	7BUS2051	D	D	D	D	D	D
Strategic Learning and Development	7BUS2052	D	D	D	D	D	D
Ethics in Business: A Global Perspective	7BUS2053	D	D	D	D	D	D
Global HRM	7BUS2054	D	D	D	D	D	D
People Management Across Cultures	7BUS2055	D	D	D	D	D	D
Effective Work Psychology	7BUS2056	D	D		D	D	D
Contemporary Issues in Work Psychology	7BUS2057	D	D		D	D	D
Employment Law	7BSP1376	D		D		D	D
Advanced Business Research	7BSP1371	D	D	D	D	D	D
Professional and Consultancy Skills	7BSP1372	D	D	D	D	D	D
Professional Work Placement	7BUS2102	D	D	D	D	D	D
Work Placement Portfolio	7BSP1318	D	D	D	D	D	D
PG HRM Dissertation/Management Research Project (CIPD)	7BUS2131	D	D	D	D	D	D
PG HRM Management Project (CIPD)	7BSP1305	D	D	D	D	D	D
Major Research Project (HRM)	7BUS2058	D	D	D	D	D	D

Section 2

Programme management

Relevant QAA subject benchmarking statements

Type of programme

Date of validation/last periodic review

Date of production/ last revision of PS

Relevant to level/cohort

Administrative School

Language of Delivery

Specialist Masters awards in Business and Management

Taught Postgraduate

September 16

September 23

Level 7 entering September 2024

Hertfordshire Business School

English

Table 4 Course structure

Course details			
Course Code	Course Description	HECOS	UCAS
BSHRMTPGD	PG Diploma Human Resource Management	100085	N/A
BSHRMM	MA Human Resource Management (Revised 2023)	100085	N/A
BSHRMME	MA Human Resource Management – Extended	100085	N/A
BSHRMGM	MA Human Resource Management (Global)	100085	N/A
BSHRMGME	MA Human Resource Management (Global) – Extended	100085	N/A
BSHRMWM	MA Human Resource Management (Work Psychology)	100085	N/A
BSHRMWME	MA Human Resource Management (Work Psychology) – Extended	100085	N/A