



Programme Specification

Programme title: BSc (Hons) Human Resource Management

Academic Year:	2019/20
Degree Awarding Body:	University of Bradford
Partner(s), delivery organisation or support provider (if appropriate):	University of Bradford (Awarding and teaching institution)
Final and interim award(s):	<p>BSc (Honours) BSc (Ordinary) [Framework for Higher Education Qualifications (FHEQ) level 6]</p> <p>Diploma of Higher Education [Framework for Higher Education Qualifications (FHEQ) level 5]</p> <p>Certificate of Higher Education [Framework for Higher Education Qualifications (FHEQ) level 4]</p>
Programme accredited by (if appropriate):	<p>The Association of Chartered Certified Accountants (ACCA) ¹</p> <p>Institute of Chartered Accountants in England and Wales (ICAEW) ²</p> <p>The Chartered Institute of Personnel and Development (CIPD) ³</p>
Programme duration:	<p>3 years full time</p> <p>4 years full time with placement year</p>
UCAS code:	N600 (3year) N601 (4 year)
QAA Subject benchmark statement(s):	Business and Management (2015)
Date last confirmed and/or minor modification approved by Faculty Board	February 2018; June 2019

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

¹ ACCA accredit this programme. This means that, by successfully completing the programme, students are eligible for exemptions from some ACCA examinations.

² ICAEW accredit this programme. This means that, by successfully completing some modules from within the programme, students are eligible for exemptions.

³ CIPD accredit this programme. This means that, by successfully completing the programme, students will be eligible to receive the CIPD Intermediate Level Diploma in Human Resource Management which leads to associate membership of the Institute.

Introduction

This programme aims to prepare managers of the future and to equip them with the knowledge and skills that will allow them to operate effectively in the contemporary global business environment specialising in Human Resource Management. By studying this programme, students will develop the necessary competences to work to professional standards in the changing and challenging world of business. In alignment with the University of Bradford's core ethos, the programme is designed with the concept of sustainability at its heart, and students will develop an understanding of what this means within the business environment. Students will be equipped with the knowledge and skills to apply principles of sustainability in their future working life. Students will also be provided with the tools and techniques to manage their own development, ensuring that they can make a full contribution as an effective manager.

The curriculum is designed in such a way that students develop grounding in all aspects of business and management in the first stage, and thereafter they have maximum flexibility in tailoring the programme to meet their own interests and career choices specialising in Human Resource Management. Students are able to build up an individual programme of study by selecting from a range of subjects and modules, in addition to core Human Resource Management modules.

Students can also opt for a semester or full year (see below) studying abroad in one of over 20 partner institutions, ranging from Canada and the USA to Holland, France, Spain, Sweden, India, Oman and more. Students will be taught in English and their credits transferred to their degree credits here. Students may also wish to follow the four year route and include a placement year.

The University of Bradford's School of Management is an exciting and innovative place to study. By taking part in the Human Resource Management programme Students will be taking the first steps towards a fulfilling and worthwhile career in the world of contemporary business.

Placement Year and Study Abroad Options

This programme provides the option for students to undertake a work placement or period of study abroad between Stages 2 and 3. Students wishing to take this option will be registered for the 4 year programme.

We promote placement or study abroad year as there is overwhelming evidence as to the benefits. Research shows that students that were either on placement or on a studying abroad year achieve higher average salaries and are more likely to achieve a First Class (1st) or Upper Second Class (2.i) in their degree (Source: The UK Higher Education International Unit's Go International programme Report, 18 February 2016) and improve their graduate employment prospects.

Work placements are extremely valuable in helping students to develop their understanding of all aspects of economics. Our students are highly successful in securing both summer and year-long internships and placements with prestigious employers, including the competitive Government Economic Service placement scheme (e.g. Department for Work and Pensions, Department of Health and the Treasury), the European Bank for Reconstruction and Development, and a range of private sector companies involved in marketing, finance and the voluntary sector.

Students are responsible for finding a placement, but they are fully supported by our dedicated work placements team who will advertise placement vacancies, help them with applications, CV writing, interview techniques and preparing for their time in work. There are regular visits to the School of Management by

representatives of both local and national companies, looking to recruit graduates. There are also great opportunities for students to do shorter internships (6 or 8 weeks) or in company projects.

A year spent in employment provides an excellent opportunity to apply the knowledge, understanding and skills that students have developed during the earlier Stages of their programme. It will also enable students to further develop their transferable skills and may even secure their entry onto the graduate career ladder as many employers use a placement year as a method of recruitment onto their graduate training scheme. Our students are increasingly securing work placements, either during the summer vacation or for a full year in industry and the public sector.

FHEQ Level	Module Title	Type	Semester	Module Code
5	Placement	Core	ACYR	MAL5009-Z

On successful completion of the MAL5009-Z, students will be eligible for the award of University Diploma in Professional Services.

Study Abroad Year - Instead of a placement year students can opt to study abroad for one year in one of over 20 partner institutions, ranging from Canada and the USA to Holland, France, Spain, Sweden, India, Oman and more. Students will be taught in English. Students will also have support from their Programme Leader, Programme Team and the University International Office in making plans and identifying the best options to meet their requirements and during their year abroad.

Name of Worldwide Exchange Partner University
Australian Catholic University , Australia
Central Queensland University , Australia
La Trobe University , Australia
Western Sydney University , Australia
Asper School of Business, University of Manitoba , Canada - for Management Students only
Hosei University , Japan
Korea University Sejong Campus , South Korea
Sogang University , South Korea
Yonsei University , South Korea - for Management Students only
California State University , USA
Slippery Rock University , USA

FHEQ Level	Module Title	Type	Semester	Module Code
5	Study Abroad	Core	ACYR	MAL5010-Z

On successful completion of the MAL5010-Z, students will be eligible for the award of University Diploma in Professional Services (International).

For further information about study abroad opportunities please refer to <https://unibradfordac.sharepoint.com/sites/opportunities-abroad-intranet>

Programme Aims

The programme is intended to:

- develop the knowledge, understanding and skills to enable students to become an effective and responsible manager of the future in national and international settings specialising in Human Resource Management
- provide a supportive, structured environment in which students are encouraged to become effective problem solvers capable of applying logical, critical and creative thinking to a range of business related problems at local, national and international levels specialising in Human Resource Management
- provide students with the means to develop personal transferable and managerial skills (including enterprise skills) fundamental for their career development and future progression
- provide students with the skills and competences to enhance their employability and which will open up opportunities for meaningful employment when they graduate
- as a graduate, work both autonomously and collaboratively as a professional
- develop in students an appreciation and commitment to ethical action, social responsibility and sustainable development as a professional citizen in local, national and global contexts

Programme Learning Outcomes

To be eligible for the award of Certificate of Higher Education at FHEQ level 4, students will be able to:

- LO1 Demonstrate an understanding of the key business disciplines and concepts including, for example, an awareness of the business environment, accounting and finance, information and data management and the management of human resources
- LO2 Understand and demonstrate people management, operational and information technology issues and skills relevant to the creation and maintenance of a sustainable local, national and international business environment
- LO3 Express confidence in report writing, and oral presentation and demonstrate effective team working skills showing the ability to work effectively with others

Additionally, to be eligible for the award of Diploma of Higher Education at FHEQ level 5, students will be able to:

- LO4 Show critical understanding, apply and evaluate principles and concepts related to a range of business and management disciplines to inform and assess decision making processes, organisational performance and outcomes and issues across a range of national and international business and organisational sectors specialising in Human Resource Management
- LO5 Evaluate a range of organisational functions in terms of value added, practical and ethical contributions to a sustainable business environment
- LO6 Demonstrate the ability to assess and critically analyse information, apply concepts and principles, knowledge of enquiry methods and understand the limits of their knowledge and creative problem solving through group work, academic writing and oral presentations
- LO7 Review their on-going professional and career development, have an identified plan to maintain and improve their knowledge and skills

Additionally, to be eligible for the award of Ordinary Degree of Bachelor at FHEQ level 6, students will be able to:

- LO8 Appraise and apply advanced specialist knowledge in a range of business and management disciplines to demonstrate an appreciation of the role of ethics, professionalism and regulation in effective practices specialising in Human Resource Management
- LO9 Critically evaluate and then apply appropriate theories, models, techniques and tools relevant to the analysis of a range of business and organisational situations in Human Resource Management across a range of local, national and international contexts
- LO10 Critically evaluate the development of appropriate strategies and policies within Human Resource Management in organisations within a changing local, national and international environment to meet stakeholder interest and engage with the complexities of the sustainability agenda in its broadest sense.

Additionally, to be eligible for the award of Honours Degree of Bachelor at FHEQ level 6, students will be able to:

- LO11 Critically evaluate and debate theory and practice, related to a business or organisational issue and present a coherent set of recommendations based on an evaluation of the arguments, assumptions and concepts specialising in Human Resource Management
- LO12 Critically evaluate and debate theory and practice in written and oral presentations using a variety of current methods and take responsibility for successful collaborative working
- LO13 Show the skills required to be an independent learner and seek out solutions to unfamiliar problems

Curriculum Stage 1

FHEQ Level	Module Title	Type	Credits	Semester	Module Code
4	Business Economics	Option	20	1&2	AFE4001-B
4	Introduction to Finance	Option	20	1&2	AFE4004-B
4	Introduction to Accounting	Core	20	1&2	AFE4005-B
4	People Work and Organisations/Work in Context	Core	20	1&2	HRM4009-B
4	Foundations of Marketing	Core	20	1&2	MAR4002-B
4	Principles of Management	Core	20	1&2	OIM4006-B
4	Operations and Technology Management	Core	20	1&2	OIM4011-B
4	Fundamentals of Artificial Intelligence and Data Analytics	Option	20	1&2	OIM4012-B
4	Principles and Practice of International Business	Option	20	1&2	SIB4001-B

At the end of stage 1, students will be eligible to exit with the award of Certificate of Higher Education if they have successfully completed at least 120 credits and achieved the award learning outcomes.

Curriculum Stage 2

FHEQ Level	Module Title	Type	Credits	Semester	Module Code
5	Employability and Enterprise Skills	Core	20	1	HRM5004-B
5	Human Resource Management	Core	20	1	HRM5008-B
5	International Business Strategy	Core	20	1	SIB5001-B
4	Business Law and Ethics	Core	20	2	LAW4004-B
5	Organisational Design and Analysis	Core	20	2	HRM5014-B
5	Management Accounting	Option	20	2	AFE5004-B
5	Strategic Management	Option	20	2	SIB5003-B
5	Multinational Finance and Investment	Option	20	2	AFE5013-B
5	Integrated Marketing Communications	Option	20	2	MAR5007-B
5	Management of Information Systems	Option	20	2	OIM5009-B
5	European Business and Management	Option	20	2	SIB5006-B
5	University Elective	Elective	20	2 only	

At the end of stage 2, students will be eligible to exit with the award of Diploma of Higher Education if they have successfully completed at least 240 credits and achieved the award learning outcomes.

Curriculum Stage 3

FHEQ Level	Module Title	Type	Credits	Semester	Module Code
6	Final Year Business Project	Core	40	1&2	HRM6013-D
6	Leading and Managing People	Core	20	1	HRM6014-B
6	Reward Development and Talent Management	Core	20	1	HRM6009-B
6	Business Ethics and Social Responsibility	Option	20	2	HRM6010-B
6	Contemporary Development in Employee Relations	Core	20	2	HRM6011-B
6	Multinationals in Emerging Economies	Option	20	2	SIB6011-B
6	Cross Cultural Management	Option	20	2	SIB6009-B

Students will be eligible to exit with the award of Ordinary Degree of Bachelor if they have successfully completed at 120 credits in both Level 4 and 5 and 60 credits at level 6 and achieved the award learning outcomes.

Students will be eligible for the award of Honours Degree of Bachelor if they have successfully completed at least 360 credits and achieved the award learning outcomes.

Placement and Study Abroad

This programme provides the option for students to undertake a work placement or period of study abroad between Stages 2 and 3. Students wishing to take this option will be registered for the 4 year programme.

FHEQ Level	Module Title	Type	Semester	Module Code
5	Placement	Core	ACYR	MAL5009-Z
5	Study Abroad	Core	ACYR	MAL5010-Z

On successful completion of the MAL5009-Z, students will be eligible for the award of University Diploma in Professional Services.

On successful completion of the MAL5010-Z, students will be eligible for the award of University Diploma in Professional Services.

Learning and Teaching Strategy

Their programme of study has three, one year long, stages of study. Within each stage students will gain a range of knowledge and understanding specific to Human Resource Management, more specialist insight to areas of business and management, and personal transferable skills, which will improve and enhance their ability to excel at university and beyond.

Stage 1 of the programme contains core modules and electives and provides the foundation level understanding to support the attainment of learning outcomes 1 to 3. During Stage 1 core knowledge and understanding of business and management and understanding people in organisations will be introduced (LO1-3). Alongside

these, key graduate learner skills including communication and the correct sourcing, use of and presentation of information including referencing will be introduced. Such skills will enable students to write in an academic manner (LO3) and begin to reflect on the value and usefulness of the information (LO3) with which they are presented, engage in team working (LO4) and consider their future career paths (LO8).

Stage 2 contains core modules in Human Resource Management, International Business Strategy, Business Strategy, Organisational design and analysis, and Employability and Enterprise Skills which supports the attainment of more transferable skills such as problem solving and career enhancement. The broad range of options available throughout Stages 2 and 3 build on the underpinning knowledge gained at Stage 1. The focus here is more on interpretation and evaluation, rather than understanding and description.

In Stage 3 students will be prepared to demonstrate their ability as an independent learner. For Stage 3, advanced specialist knowledge is gained via the choice of core HR modules and the enhancement of personal transferable skills is further developed. They will be presented with teaching materials, methods and assessment strategies that will require students to be more evaluative and critical of theory and utilise problem solving skills, often in relation to advanced business scenarios, research information and communicate these effectively, either individually or as part of a group. The research project in HRM will help students develop as an independent thinker and researcher.

The School of Management prides itself on providing an educational experience which is informed by the world class research of the School's academic staff. The School also has a long tradition for ensuring that students develop academically with knowledge, understanding and personal skills that are relevant and fit the needs of contemporary business. Together, the exploration of leading research ideas and the application of knowledge and skills to real business problems pose interesting and appropriate challenges to our students.

We understand students may arrive from school, college or some other route as a tutor dependent learner, following prescribed lesson plans and assessments. Through a transformational educational experience students will graduate as an independent learner, able to identify their own learning needs, sources of information and an ability to critically evaluate, reflect upon and develop their own learning. This process of transformation will be gradual, progressive and supportive. Through each stage of study progressively more advanced skills, experiences and expectations will be introduced, challenging students to mature as a learner within a supportive and developmental environment.

Assessment Strategy

Methods of assessment vary according to the learning outcomes of particular modules and the stage of study. Accordingly, a mixture of closed and open book examinations, essays, computer assisted assessment, group work and presentations and others will form assessments of their work. Throughout the programme their learning will be supported using various methods of formative assessment and feedback. This is to help students progress their studies and support their continuing development.

For all taught modules student learning will be directed, supported and reinforced through a combination of lectures, tutorials, small group seminars, virtual learning environment activities and guided private studies. The School of Management is also committed to demonstrating the relevance of taught material to real business

problems; and students can expect to see guest industry lectures and the use of real industry sponsored business problems for assessment purposes. Generally, for each module, students will attend one lecture and one tutorial each week during which they will be in direct contact with teaching staff. Their learning will be supplemented by private and group study (as appropriate) following the direction of module teaching staff. All teaching will be supported by information and activities provided through the University's virtual learning environment. In addition, the School offers our Effective Learning Service, which helps with the development of study skills both in group sessions and through individual coaching.

One of the School of Management's main aims is to address major challenges for business and society such as global responsibility and sustainable development. Accordingly, the School seeks to prepare students who are able to contribute in an effective manner to debates about sustainable development and critically appraise the relationship(s) between the social, economic and environmental dimensions. Our intention is to nurture students who can apply the principles of sustainable development in their professional capacity. Whilst there are a number of individual modules that focus specifically on sustainability issues and awareness of the importance and principles of sustainability is emphasised in modules and underpins the Learning Outcomes.

Assessment Regulations

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

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

Admission Requirements

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

The **minimum** entry requirements for the programme are as follows:

120 UCAS points including ONE full A Level or BTech National Diploma and Maths and English GCSE at Grade 4 (C) or above.

The UCAS **tariff** applicable may vary and is published here

<https://www.bradford.ac.uk/courses/ug/human-resource-management-bsc/>

Applications are welcome from students with non-standard qualifications or mature students (those over 21 years of age on entry) with significant relevant experience. Please contact the University Admissions Team or the recruitment team at the School who will be happy to advise.

Recognition of Prior Learning

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

Minor Modification Schedule

Version Number	Brief description of Modification	Date of Approval (Faculty Board)
1	Updated Placement and Study Abroad Options	June 2019