



BSc (Hons) Human Resource Management Programme Specification

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

Academic Year:	2021/22
Degree Awarding Body:	The University of Bradford
Final and interim awards:	Degree of Bachelor of Science with Honours [Framework for Higher Education Qualifications (FHEQ) level 6] Ordinary Degree of Bachelor [Framework for Higher Education Qualifications (FHEQ) level 6] Diploma of Higher Education [Framework for Higher Education Qualifications (FHEQ) level 5] Certificate of Higher Education [Framework for Higher Education Qualifications (FHEQ) level 4]
Programme accredited by:	The Association of Chartered Certified Accountants (ACCA) ¹ Institute of Chartered Accountants in England and Wales (ICAEW) ² The Chartered Institute of Personnel and Development (CIPD) ³
Programme duration and UCAS code:	3 years full time (N600) 4 years full time with placement year (N601)
QAA Subject benchmark statement:	Business and Management (2015)
Date last confirmed by Faculty Board	June 2021

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.

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.

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

Admission Requirements

We take into consideration a number of factors when assessing your application. It's not just about your grades; we take the time to understand your personal circumstances and make decisions based on your potential to thrive at university and beyond.

A typical offer to someone seeking entry through the UCAS scheme would be **120 points**, including one full A-Level or BTEC, with Grade 4 (national Grade C) or above in GCSE Maths and English or the equivalents in other RQF Level 2 qualifications such as Key Skills.

The standard requirements for international students apply for English language and numeracy. Visit <https://www.bradford.ac.uk/international/country/> for details of accepted equivalent qualifications from your country.

Please note: These requirements are correct for the contemporary recruitment cycle and may be different when you are reading this document. The UCAS tariff applicable may vary and is published here: <https://www.bradford.ac.uk/courses/ug/human-resource-management-bsc/>

Access and Recognition of Prior Learning

Applications are welcome from students with non-traditional qualifications, and/or significant personal/professional experience.

The University of Bradford has always welcomed applications from disabled students. To discuss adjustments or to find out more about support and access, you may wish to contact the Disability Service before you apply at: www.bradford.ac.uk/disability/before .

Applications are particularly welcomed from adult learners (those aged 21+ at the start of the programme), armed forces families, carers and care leavers, estranged or orphaned learners, refugees and asylum seekers, and Romani or Traveller families. To find out more about the University of Bradford Progression Scheme, visit the webpage: <https://www.bradford.ac.uk/applicants/progression-scheme/> .

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. For more details visit our RPL webpage at: <https://www.bradford.ac.uk/teaching-quality/prior-learning/> .

Programme Learning Outcomes

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

1. 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.

2. 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.
3. 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:

4. 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.
5. Evaluate a range of organisational functions in terms of value added, practical and ethical contributions to a sustainable business environment.
6. 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.
7. 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 Degree of Bachelor at FHEQ level 6, students will be able to:

8. 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
9. 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
10. 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.
11. 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.

12. 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.
13. Show the skills required to be an independent learner and seek out solutions to unfamiliar problems.

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, and both synchronous and asynchronous activities undertaken online within the University's virtual learning environment. In addition, students are expected to undertake 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 (either face-to-face or virtually). 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 materials provided through the University's virtual learning environment. In addition, the University offers our Academic Skills Advice 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.

Curriculum

Stage 1 Modules

Students study 100 core credits:

FHEQ Level	Module Title	Type	Credits	Study Period	Module Code
4	Foundations of Marketing	Core	20	1&2	MAR4002-B
4	Introduction to Accounting	Core	20	1&2	AFE4005-B
4	Operations and Technology Management	Core	20	1&2	OIM4011-B
4	People Work and Organisations/Work in Context	Core	20	1&2	HRM4009-B
4	Principles of Responsible Management and Practice	Core	20	1&2	OIM4013-B

and select 1 20 credit option:

FHEQ Level	Module Title	Type	Credits	Study Period	Module Code
4	Business Economics	Option	20	1&2	AFE4001-B
4	Fundamentals of Artificial Intelligence and Data Analytics	Option	20	1&2	OIM4012-B
4	Introduction to Finance	Option	20	1&2	AFE4004-B
4	Principles and Practice of International Business	Option	20	1&2	SIB4001-B

The curriculum may change, subject to availability and the University's programme monitoring and review processes.

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.

Stage 2 Modules

Students study 100 core credits:

FHEQ Level	Module Title	Type	Credits	Study Period	Module Code
5	Entrepreneurship and Employability	Core	20	1	HRM5015-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

and select 1 20 credit option:

FHEQ Level	Module Title	Type	Credits	Study Period	Module Code
5	Digital and Social Media for Business	Option	20	2	MAR5013-B
5	Entrepreneurship, Creativity and Innovation	Option	20	2	EAE5001-B
5	European Business and Management	Option	20	2	SIB5006-B
5	Integrated Marketing Communications	Option	20	2	MAR5007-B
5	Management Accounting	Option	20	2	AFE5004-B
5	Multinational Finance and Investment	Option	20	2	AFE5013-B
5	Business Forecasting and Analysis	Option	20	2	OIM5016-B
5	Strategic Management	Option	20	2	SIB5003-B
5/6	University Semester 2 Elective	Elective	20	2	-

The curriculum may change, subject to availability and the University's programme monitoring and review processes.

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.

Stage 3 Modules

Students study 100 core credits:

FHEQ Level	Module Title	Type	Credits	Study Period	Module Code
6	Leading and Managing People	Core	20	1	HRM6014-B
6	Reward Development and Talent Management	Core	20	1	HRM6009-B
6	Final Year Business Project	Core	40	1&2	HRM6013-D
6	Contemporary Development in Employee Relations	Core	20	2	HRM6011-B

and select 1 20 credit option:

FHEQ Level	Module Title	Type	Credits	Study Period	Module Code
6	Business Ethics and Social Responsibility	Option	20	2	HRM6010-B
6	Cross Cultural Management	Option	20	2	SIB6009-B
6	Interactive Services Marketing	Option	20	2	MAR6011-B
5	European Business and Management	Option	20	2	SIB5006-B
6	Innovation in Logistics and Supply Chain Management	Option	20	2	OIM6013-B
6	Multinationals in Emerging Economies	Option	20	2	SIB6011-B
6	Artificial Intelligence for Business	Option	20	2	OIM6015-B
5	Strategic Management	Option	20	2	SIB5003-B

The curriculum may change, subject to availability and the University's programme monitoring and review processes.

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.

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 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 a placement or study abroad year as there is overwhelming evidence as to the benefits. Research indicates that students benefit academically and professionally from a period abroad as part of their degree. Undergraduate students who went abroad during their studies were more likely to find a graduate job and had higher starting salaries than their non-mobile counterparts (Source: International facts and figures 2019).

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. The International Opportunities team can advise students about the available funding to support their study or work experience abroad.

Placement Year

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.

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	Academic Year	MAL5009-Z

On successful completion of Placement Year module, students will be eligible for the additional award of **University Diploma in Professional Studies**.

Study Abroad Year

Instead of a placement year, students can opt to study abroad for one year in one of our partner institutions worldwide, where students will be taught in English. Study abroad has a number of benefits, not only as a unique experience in itself but also enhancing academic insights, employability and life skills and the Faculty and the University wish to encourage it, if the circumstances are appropriate.

Any student wishing to study abroad for a year should contact at first instance the International Opportunities Team to discuss the available year abroad opportunities. Then, they will have to consult with the Faculty Exchange Coordinator on the academic aspects of the exchange including the programme and modules. The student will have significant freedom in the selection of institutions and modules during the year abroad exchange. Finally, the Bradford Programme leader will be informed and consulted about the exchange to ensure compliance with any Bradford programme requirements. During the exchange the students will have support from the relevant University services.

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

On successful completion of the Study Abroad Year module, students will be eligible for the additional award of **University Diploma in Professional Studies (International)**.

The list of exchange partners and network of Universities available for Study Abroad Year, as well as further information about international opportunities can be found online at: <https://www.bradford.ac.uk/exchanges/current-students/>

Study Abroad Semester

Alternatively, students can choose to study abroad for a semester in Stage 2 and only in specified approved partner Universities. This list is a subset of the Study Abroad Year partners offered and changes year-to-year depending on the curriculum offered.

The semester abroad can be used during semester 2 OR 1 depending on the programme. This option can be available ONLY if the modules offered by the host institution allow the student to meet the learning outcomes of the Bradford Programme at stage 2 AND ONLY if the exchange does not have a negative effect on the professional accreditations of the Bradford programmes and modules.

Any student wishing to study abroad for a semester should first contact the International Opportunities Team to explore the opportunities and funding in place and, secondly, the Faculty Exchange Coordinator to check if the available options and relevant modules are in line with the University requirements. Following these checks, the International

Opportunities Team and the Faculty Exchange Coordinator will liaise with the relevant Programme Leader to validate the modules and the semester exchange. Unlike the year abroad exchange, the semester exchange requires students to study only modules suitable to the Bradford programme when abroad. Therefore, all modules selected for the exchange will have to be mapped to the Bradford programme learning outcomes and be approved by the Programme leader and the Director of Studies in Bradford in advance of the exchange. During the exchange, if the student needs to change the modules, this can only be done after approval of the Programme Leader and Director of Programmes.

If the student fails a module abroad, the student must:

- a) explore the possibility of re-taking the exam at the host university
- b) inform immediately the International Opportunities Team and the Faculty Exchange Coordinator.

During the exchange, students will have support from the relevant University services. All credit successfully obtained whilst on study abroad semester will count towards the students final degree.

The list of exchange partners and network of Universities available for Study Abroad Semester, as well as further information about international opportunities can be found online at: <https://www.bradford.ac.uk/exchanges/current-students/>

Assessment Regulations

This Programme conforms to the standard University Undergraduate Assessment Regulations which are available at the link: www.bradford.ac.uk/regulations

Minor Modification Schedule

Version Number	Brief description of Modification	Date of Approval (Faculty Board)
1	Annual monitoring changes	February 2018
2	Updated Placement and Study Abroad Options	June 2019
3	Added stage 2 and 3 optional modules	March 2020
4	Specification made accessible.	December 2020
5	Updated most services sections	April 2021
6	Updated Admissions and Marketing, AI and Forecasting modules. Reformatted curriculum tables for accessibility.	June 2021