



## **MSc Human Resource Management (CIPD) Programme Specification**

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

<b>Academic Year:</b>	2024/25
<b>Degree Awarding Body:</b>	The University of Bradford
<b>Target Award (FHEQ Level 7):</b>	Master of Science in Human Resource Management
<b>Interim Awards:</b>	Postgraduate Diploma and/or Postgraduate Certificate (FHEQ Level 7)
<b>Programme Accreditation:</b>	Chartered Institute of Personnel and Development (CIPD)
<b>Programme Admissions:</b>	September and January
<b>Full Time Programme Duration:</b>	12 months (September) or 15 months (January).
<b>Part Time Programme Duration:</b>	12 months (Top-up route, Sept), 24 months (Sept), 27 months (Jan)
<b>QAA Subject Benchmark:</b>	Masters degree in Business and Management
<b>Programme Origination:</b>	March 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.

### **Minor Modification Schedule**

1. December 2020: Specification reformatted and made accessible.
2. January 2021: Spring starter information corrected.
3. June 2021: Minor changes for 2021/22
4. September 2022: Programme and curriculum amended to align with the new CIPD standard, changes made to reflect new School structure

### **Introduction**

In accordance with the University's mission 'Making Knowledge Work', the School of Management aims to provide Master programmes that educate students to become world leaders and business specialists, and thus improve the quality of the management profession.

The Master's in Human Resource Management (HRM) is aligned with the expertise within the People Organization and Entrepreneurship Research Centre and is designed to equip students with the necessary knowledge, skills and critical abilities required to operate as effective human resource managers who contribute to business and society as a whole whilst applying the highest professional standards, ensuring that they can make a full contribution both as business partners and effective leaders. This programme also serves as preparation for further study or an academic career in HRM.

The aim of this programme is to promote a critical understanding of how behaviour in organizations is shaped by leadership and HRM policies and practices in response to an ever-changing business environment. Students will examine and have opportunity to apply a range of HRM approaches, techniques and methodologies, and manage their personal development, in terms of transferable intellectual and employability skills, as appropriate for continuing learning in a professionally related career, their professional capability, ensuring that they can make a full contribution both as business partners and effective leaders.

This programme is accredited by the Chartered Institute of Personnel and Development (CIPD), as equivalent to Chartered member Status in the CIPD. The School supports students in engaging with the CIPD by providing funding for their first year's student membership of the Institute whilst studying. The programme cultivates the ethos of an engaging and inclusive learning community that is responsive to different learning styles and allows each student to develop to their full potential.

The Master's in Human Resource Management is supported by experienced academics associated the School of Management and School of Law. Relevant members of these Schools hold international reputations in the field and provide significant insights into key areas of leadership, strategic HRM, recruitment and selection, performance management, human resource development (HRD), and employment law within a wide range of business and commerce environments. The course also provides opportunity to evaluate theoretical frameworks relevant to the study and practice of human resource management under conditions of change. Throughout the programme, there is strong emphasis on the practical application of specialist knowledge and skills. Such practical skills and critical faculties will enable the student to apply the knowledge and understanding gained at an early stage in their careers in order that they make a meaningful contribution to the organisations they will work for.

Further, there are many opportunities to take part in exciting extra-curricular activities. The Faculty's own Career Booster professional development programme will offer opportunities to advance intellectual and employability skills (e.g. critical thinking, communication, team work, problem solving). The School of Management is a very dynamic with a diverse and active Faculty and wider University. It arranges numerous events and opportunities each semester beyond the taught modules to engage with not only academic but also policy and practitioner events and issues. These include invited speakers, seminars, workshops, activities and conferences, both off and on-campus. Please note that such off-campus learning activities may involve an extra cost to the student.

On graduation from this programme, students will have developed a portfolio of work that demonstrates specialist knowledge in human resource management and employability skills and will thus be well-placed to access a range of career opportunities in either nationally or internationally. As entrants to prospective HRM roles, they will be able to address business and professional situations knowledgeably making contributions to improved organisational performance and delivery of sound personnel/HR practice and services.

The MSc in Human Resource Management is a specialist level career entry programme: type 1 under the Quality Assurance Agency for Higher Education's "Benchmarks for Master's Degrees in Business and Management".

## Programme Aims

The programme is intended to:

- Develop the professional knowledge, understanding and skills in human resource management and its underpinning disciplines, to enable students to become effective HRM practitioners.
- Develop the competence to be a 'business partner' who understands the activities, functions and environment of the organisations/businesses in which students work and the ability to shape the HRM agenda accordingly.
- Think strategically and creatively about human resource issues in the wider business and social context.
- Develop effective HRM and management skills.
- Develop reflective skills to enable students to reflect on the impact of their performance and interventions and to manage their own professional development.
- Develop the ability and inclination to, through the discipline of study at postgraduate level, think critically about human resource issues.
- Develop the competence to be an ethical professional who is able to reflect on the ethical implications of their actions and encourage this in others.
- Develop specialist knowledge in a selected aspect of the HRM discipline.

## Admission Requirements and Student Journey

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.

Candidates for the MSc Human Resource Management programme will normally have a first Bachelor's/Honours degree or its equivalent in Business and Management or cognate discipline from an approved higher education institution, with 2:2 classification or above.

## Language Competency

As the programme is taught in English, all applicants are required to have GCSE Grade 4 (old grade C) or above in English Language.

International students should have minimum IELTS 6.5 or above, or 94 in the internet-based TOEFL. Exceptionally, holders of a UK degree awarded within 2 years prior to entry to the Bradford programme may be exempt from these English test requirements.

## Recognition of Prior Learning

Applications are welcome from students with non-standard qualifications or mature students (those over 25 years of age on entry) with significant relevant experience.

Equivalent professional qualifications will also be eligible if supported with appropriate practical experience in Human Resource Management. Further guidance for international students can be found at [www.brad.ac.uk/international/country](http://www.brad.ac.uk/international/country).

**Please note:** The information above relates to the contemporary application cycle when this document was published and so may not reflect the current admission requirements. The tariff that applies is published on the course website at <https://www.bradford.ac.uk/courses/pg/human-resource-management/>.

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 about our Recognition of Prior Learning procedures visit the website [www.brad.ac.uk/teaching-quality/prior-learning](http://www.brad.ac.uk/teaching-quality/prior-learning).

## Intakes Available

This programme runs both full-time and part-time with intakes in the Autumn (September, Semester 1) and Spring (January, Semester 2):

September Full-time Intake	January Full-time Intake
Semester 1 Modules	-
Winter Holiday Period	-
Semester 2 Modules & Dissertation Preparation	Semester 2 Modules
Summer Holiday Period & Dissertation	Summer Holiday Period
Dissertation Submission (September)	Semester 1 Modules & Dissertation Preparation
-	Dissertation
-	Dissertation Submission (March)

Students who are converting a PG Diploma to a Masters (Top-Up) are students with a PG Diploma in the cognate discipline of HR from another institution which has been approved by the University of Bradford and will be within a 5-year period. To achieve this, students must undertake the Dissertation module, which must address an issue within the cognate discipline of HRM and will allow students to explore in depth an HR issue in an organisational context. Students in this route will enter in September and submit the following September. CIPD professional membership is not available on this top-up award.

Students may register on a part-time route beginning in Autumn or Spring, studying up to 120 credits a year. Part-time students are able to join with programme activities of interest to them, and to discuss their learning trajectory with the academic programme team at key points, and when requested. Students that undertake the part-time route will commence the Dissertation prep and submit the dissertation in the second year of study.

## Programme Learning Outcomes

To be eligible for the award of Postgraduate Certificate at FHEQ level 7, students will:

1. Have the professional knowledge, understanding, skills and behaviours of human resource management and its underpinning disciplines, required of an effective practitioner.
2. Be a competent 'business partner' who understands the activities, functions and environment of the organisations/businesses in which they work and has the ability to shape the HRM agenda in response to changing environments accordingly.

3. Think strategically and creatively about human resource issues in the wider business and social context.

Additionally, to be eligible for the award of Postgraduate Diploma at FHEQ level 7, students will:

4. Be able to evidence the behaviours and management skills associated with delivering HRM capabilities in organisations.
5. Be able to reflect upon and evaluate the impact of their performance and interventions and manage their own professional development.
6. Be able and willing, through the discipline of study at postgraduate level, to think critically about human resource management issues.

Additionally, to be eligible for the award of Degree of Master at FHEQ level 7, students will:

7. Be a competent and ethical professional who is able to reflect on the ethical implications of their actions and encourage this in others.
8. Have developed and applied specialist knowledge in a selected aspect of the HRM discipline and research methodologies.

## **Learning and Teaching Strategy**

Generally, this programme aims at integrating applied and theoretical knowledge with assessment processes that test both knowledge of the discipline and understanding of its application and limitations. The learning and teaching strategy put significant emphasis on the development of analytical, practical and interpersonal skills. Throughout the programme, students will be actively engaged in a diverse range of learning activities designed to develop your capacities for thoughtful analysis and reflective practice. Learning strategies have been developed to be inclusive of those with particular needs, adopting small group seminars and electronic support mechanisms.

Teaching on the programme will take different formats and will be directed, supported and reinforced through a combination of formal lectures and seminars (face-to face and virtual/online), which will incorporate staff/student led group tasks and discussions, simulations, case studies and experiential exercises. In our classrooms, we are actively using different online educational web-based simulations. Online simulations are recognised as an innovative and effective problem-based learning tool that allows active participation of students as value creators, ensuring application of strategic marketing and data analytics in a simulated business world scenario. This provides unparalleled opportunity for students to apply their learning to practice.

Students will be directed in undertaking further personal research and guided self-study, and wider reading. Students will be guided to suitable primary and secondary data sources and be required to conduct research and presentation exercises. These activities will all be further supported with further materials and information provided in the virtual learning environment. Formative feedback given in through activities incorporated into lectures and seminars. Sessions may be delivered weekly or in blocks.

As a programme leading to professional membership, personal development planning is particularly important. The Developing Skills for Business Leadership module focuses on personal and professional skills assessment and development, using a portfolio, to support this.

In addition to learning within modules, personal academic tutors will support individual academic development, by helping in analysing learning needs, developing appropriate learning strategies that enable students to reflect on their own progress. Building many and varied opportunities to engage with and learn from each other into the programme is integral to fostering an inclusive learning environment. University wide there is support available for students for academic skills, information literacy and programming language learning.

## **Assessment Strategy**

The assessment strategy for this programme is based on principles of constructive alignment, diversity and inclusion. It employs a well-developed range of formative and summative assessments tasks which are designed to help students to develop and demonstrate knowledge and understanding as well as a skill set in accordance with the learning outcomes for the programme overall and for specific modules. Our overall strategy aims to develop ability to succeed in a global context, and to assist individuals to take effective roles within them in a balanced and diverse range of assessment tasks.

The formative assessment strategy includes monitoring student's learning throughout each semester, using a range of class and seminar activities, personal tutors, project supervision and a variety of coursework, including essays, reflective notes, literature reviews, oral or audio-visual presentations, and group and individual tasks for which formative feedback is given.

The programme is summatively assessed by a mixture of written examinations, assessed coursework, and applied coursework requiring the use of specialist computer software used on this programme as well as case studies, group projects and [multimedia] presentations.

Assessment is integrated with learning and teaching to support and demonstrate achievement of the learning outcomes for individual modules and the programme as a whole. The diverse range of assessment methods are carefully designed to enable the assessment of the Programme Outcomes.

- Learning outcomes 1, 2 and 3 are focused on application of knowledge. They are assessed across all the modules in this programme through a mixture of closed book examinations and individual pieces of coursework and group work.
- Learning outcomes 4, 5 and 6 are focused on the transferable skills that are so important to employability and business leadership such as communication, teamwork, and self-awareness. For example, the skills development workshops and portfolio in Developing Skills for Business Leadership
- Learning outcome 7 and 8 are assessed by ethics while conducting independence of research and problem-solving, which is particularly demonstrated in the dissertation, but also through several other taught module assessments.

The dissertation is also a capstone module assessing all learning outcomes and involves carrying out an extended piece of written work involving an original and in-depth investigation of a programme-specific issue.

## Curriculum

The Master's degree in Human Resource Management builds on a foundation of general and specialist HRM, Leadership and Employment related modules. Students will take the following seven compulsory modules plus the Dissertation.

- HRM in Context
- Leading and Managing Change in Organisations
- Employment Law
- Human Resource Development
- Employee Relations
- Developing Skills for Business Leadership
- Business Data Analytics

This programme also provides the opportunity for granular personalised learning whereby students can attend the International Master's Summer School as a non-credit bearing option.

Students entering the programme full-time in September are due to submit their dissertation after 12 months in September. Students entering the programme full-time in January are due to submit their dissertation at the end of the programme. See admission requirements for more details.

The curriculum may change, subject to the University's course approval, monitoring and review procedures.

## Taught Component

Module Code	Module Title	Type	Credit	FHEQ Level	Study Period
HRM7503-A	Developing Skills for Business Leadership *	Core	10	7	Semester 1
HRM7504-A	Employee Relations *	Core	10	7	Semester 1
HRM7501-B	HRM in Context *	Core	20	7	Semester 1
OIM7502-B	Business Data Analytics *	Core	20	7	Semester 1
HRM7507-B	Leading and Managing Change in Organisations *	Core	20	7	Semester 2
LAW7014-B	Employment Law *	Core	20	7	Semester 2
HRM7505-B	Human Resource Development *	Core	20	7	Semester 2
SIB7507-Z	International Master's Summer school (Attendance) °	Option	0	7	Semester 3

\* Students need a 40% component pass in all modules for CIPD professional membership.

° Students may attend the Summer School module on an attendance only (non-credit bearing) basis.

## Research Component

Module Code	Module Title	Type	Credit	FHEQ Level	Study Period
MAL7502-E	Dissertation *	Core	60	7	September 2024 cohort – submit September 2025; January 2025 cohort – submit March 2026

## Study Abroad

This programme is not eligible for study abroad opportunities.

## Assessment Regulations

This Programme conforms to the standard University Postgraduate Assessment Regulations which are available at the following link: [www.brad.ac.uk/regulations](http://www.brad.ac.uk/regulations).

However, there is **one** waiver exception to these regulations: On completion of the taught element of the programme and at the Interim Exam Board, a student who has 50 credits or more requiring supplementary assessment will not be permitted to proceed to the dissertation stage of the programme. The decision to allow progression will only be reconsidered at the Supplementary Exam Board.

## Achievable Awards and Professional Body Membership

Students will be eligible to exit with the award of **Postgraduate Certificate** if they have successfully completed 60 credits and achieved the award learning outcomes. This award does not confer eligibility for CIPD professional membership.

Students will be eligible to exit with the award of **Postgraduate Diploma** if they have successfully completed at least 120 credits and achieved the award learning outcomes. This award does not confer eligibility for CIPD professional membership.

Students will be eligible for the award of **Degree of Master of Science** if they have successfully completed at least 180 credits and achieved the award learning outcomes. If achieved by the top-up route, this award does not confer eligibility for CIPD professional membership.

In addition to the requirements of standard University regulations for the Degree of Master, candidates wishing to be eligible for CIPD professional membership **must achieve a mark of at least 40%** in all assessment components of the following modules:



<b>Module Code</b>	<b>Module Title</b>	<b>Type</b>	<b>Credit</b>	<b>FHEQ Level</b>	<b>Study Period</b>
HRM7503-A	Developing Skills for Business Leadership *	Core	10	7	1
HRM7504-A	Employee Relations *	Core	10	7	1
HRM7501-B	HRM in Context *	Core	20	7	1
OIM7502-B	Business Data Analytics *	Core	20	7	1
HRM7507-B	Leading and Managing Change in Organisations *	Core	20	7	2
LAW7014-B	Employment Law *	Core	20	7	2
HRM7505-B	Human Resource Development *	Core	20	7	2
MAL7502-E	Dissertation *	Core	60	7	2-3-1