Programme Specification amendment notification

Title of Programme: MA Human Resource Management

Programme Code: BSHRMT

For Collaborative: Choose an item. at <insert partner name>

As a result of the ongoing Coronavirus pandemic, the University has been required to make some revisions to this programme for the 2020/21 academic session, affecting sections C and/or D of this Programme Specification. These amendments are as follows:

Section	Amendment
Table 1a	*Amendments to programme structures, some modules and assessments to reflect temporary changes to delivery patterns and removal of some exams. Please see updated Table 1a attached*
Table 2	*Temporary changes to some modules. Please see updated Table 2 attached.*

Deputy Associate Dean of School (Academic Quality Assurance): **Dr. MIchaela Cottee**

Signature

Hertfordshire Business School

Title of Programme: MA Human Resource Management

Programme Code:

BSHRMT – MA Human Resource Management
BSHRMTPGD – PG Diploma in Human Resource Management
BSHRMTPGC – PG Certificate in Human Resource Management

Programme Specification

This programme specification is relevant to students entering:
01 September 2020

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.

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Summary of amendments to the programme

Date	Section	Amendment

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 of Personnel and Development (CIPD)
Final Award (Qualification)	MA
	PG Diploma
	PG Certificate
All Final Award titles (Qualification and Subject)	Human Resource Management
FHEQ level of award	7
Language of Delivery	English

A. Programme Rationale

The rationale for the Post Graduate Human Resource Management (PG HRM) programme 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. 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. The programme group is committed to a philosophy of rigour in the programme of study.

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 Human Resources Subject Group includes staff with experience of personnel management and line management roles, and also consultancy work. At School level the Global Work and Employment Research Group provides a focus for much employment-related research. The Human Resources Subject Group, including many of the MA HRM teaching group, contributes to a research profile in this subject area.

B. Educational Aims of the Programme

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:

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- Provide a contemporary, critical and applied programme of study at postgraduate level in the Human Resource Management subject area
- 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 (see Part A above)
- Provide a range of subjects within the programme that will meet the needs of a diverse student group
- Provide students with the opportunity to develop the qualities and strategies needed for employment in complex and unpredictable HRM and related environments

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 (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
A1- Show a critical appreciation of the relationship between human resource management and the strategic and operational requirements of organisations A2 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, and an understanding of how the boundaries of HRM knowledge are advanced through research A3- Develop advanced research skills and apply these in a substantial piece of original, independent research, writing a dissertation or 'HR Management Research Report'.	Acquisition of knowledge and understanding is through a combination of lectures, seminars, workshops, dissertation, student presentations, self-study and coursework. These may include role-play, case studies, external visits, outside speakers and live projects. Additional support is provided by: • Student access to subject group seminars, where staff research outcomes are disseminated and also the use of guest speakers • One-to-one sessions with supervisors 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): time constrained open book assessments, in class tests, class presentations, group work, reports, the dissertation, examinations and essays. The 'HR Management Research Report' and the dissertations will assess the ability of the student to identify research, analyse, and draw conclusions from a detailed study, normally incorporating elements of primary research.
Intellectual skills:	Teaching/learning methods & strategies	Assessment
B1-Problem solving and decision making, evaluating	Intellectual skills are developed throughout the programme by the	Intellectual skills B1 and B2 are assessed through a range of

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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 B4- Analyse management tools for leadership and performance management	methods and strategies outlined in section A, above. Problem solving and decision making skills are further developed though seminar activities and group work exercises. Throughout, the learner is encouraged to develop intellectual skills further by independent study	coursework exercises, in class tests, in class presentations, group work, essays, examinations and reports throughout the programme. B3 is assessed through the Dissertation / Management Research Report process
Practical skills:	**Teaching/learning methods & strategies**	**Assessment**
C1- Communicate complex ideas and arguments , using a range of media, including professional reports and presentations C2- Learn through reflection on practice and experience to provide a springboard for subsequent personal and professional development C3- Effectively use CIT	Practical skills are developed throughout the programme by a range of activities, using a variety of teaching and learning methods. These include seminars, workshops, and tutorial activities. Work is carried out both individually and in groups. Discussion of issues between the cohort members is encouraged to ensure a broad range of backgrounds, opinions, skills and experiences are represented.	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. In addition, the dissertation and/or HR Management Research Report must show a full range of the practical skills, including a section where the graduate is required to undertake a self-reflection of the dissertation process
Transferable skills:	**Teaching/learning methods & strategies**	**Assessment**
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 D4- Select and use primary and secondary research methodologies in the collection and analysis of data, and use analysis of this to inform management decision making	Transferable skills are 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. The choice of method will depend upon the nature and format of the specific module and its learning outcomes.	Transferable skills are assessed through a range of individual and group assignments built into the curriculum as outlined in A, B and C above.

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

The programme is offered in full time (1 year) and part time (2 or 2.5 years) modes, and leads to the award of a Master of Arts in Human Resource Management or a Post Graduate Diploma in Human Resource Management or Post Graduate Certificate in Human Resource Management.

Intake for full time students is normally in semester A (September) and for part time students in semester A (September) and semester B (January) (Conditions apply to the semester b entry, see Table 1a Outline Programme Structure below).

Professional and Statutory Regulatory Bodies

Those students who wish to be awarded either an MA HRM or a PG Dip HRM and also qualify for a level of professional membership of the Chartered Institute of Personnel and Development (CIPD) must complete a programme of study which meets the requirements agreed to from time to time between the University of Hertfordshire Business School and the CIPD as part of the CIPD Programme Approval process. All potential students who are intending to apply for CIPD professional membership at the end of their programme must have a diagnostic interview with the Programme Leader prior to being accepted on the CIPD pathway of the programme.

Research Methods Support

This programme includes a credit-bearing, taught Research Methods module for students as preparation for independent research. This is especially tailored for students on this programme of study, and engagement in it is essential and compulsory.

As an additional resource, students may also wish to draw on the School's general, online Postgraduate Online Research Methods course, non-assessed, available to further support their understanding.

Postgraduate Online Research Methods	7BSP1268	Non credit-bearing, additional optional resource

Professional and Statutory Regulatory Bodies

Work-Based Learning, including Sandwich Programmes

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.

There are two distinct routes through this programme
- The Chartered Institute of Personnel and Development (CIPD) route which leads to the opportunity to achieve professional membership of the CIPD. This can be followed by full time MA HRM students who choose the options outlined below in the relevant sections of Table 1a. It is the only route available for part time MA HRM students and for students undertaking both the full time and part time PG Diploma in HRM, no options are available for this group because of CIPD and timetabling requirements.
- The non CIPD route which has a number of optional modules with an international focus and is available to full time students who do not wish to achieve professional membership of the CIPD and can choose any of the options available in the relevant sections Table 1a.

Table 1a Outline Programme Structure

Mode of study: Full-Time

Entry point: Semester A

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Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
HRM Practice And Perspectives	7BSP1295	15	English	50	50	0	A
Organisational Behaviour: Theory And Practice	7BSP1296	15	English	0	100	0	A
Employment Relations: Theory And Practice	7BSP1297	15	English	50	35	15	A
PG Research Methodology for HRM	7BSP1298	15	English	0	100	0	A
Strategic HRM	7BSP1299	15	English	50	50	0	B

By the end of Semester A, students must elect to take one of the following dissertation options. The Programme Leader will explain the differences between these options to students prior to students making their choice.

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Option 1: PG HRM Dissertation/ Management Research Report (CIPD) • students selecting this option are on the route for the MA HRM and to qualify for CIPD professional membership	7BSP1307	45	English	0	100	0	ABC
Option 2: PG HRM Dissertation • This option is only available for students not seeking CIPD professional membership - but they will still qualify for the MA HRM Award)	7BSP1306	45	English	0	100	0	ABC

In addition to the Compulsory modules above, students should select **four 15-credit modules** from those listed below.

NB. To meet the requirements for CIPD Professional Membership, students must pass all compulsory modules, and take and pass the two option modules marked with an asterisk below ('Remuneration Strategy and Practice' and 'People Resourcing'). It is also highly recommended that students wanting CIPD professional membership should also select 'Employment Law' and 'Leadership and Management Development'.

Optional Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
*People Resourcing**	7BSP1300	15	English	0	100	0	A
Employment Law	7BSP1376	15	English	70	30	0	B
*Remuneration: Strategy And Practice**	7BSP1301	15	English	50	50	0	B
Leadership & Management Development	7BSP1302	15	English	0	100	0	B
International And Comparative HRM	7BSP1303	15	English	0	70	30	B
Comparative Employment Relations	7BSP1304	15	English	0	100	0	B
Managing Across Cultures	7BSP0435	15	English	0	100	0	B

Mode of study: Part-Time (evening)

Entry point: Semester A

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CIPD Evening Study Route Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Year 1							
HRM: Practice And Perspectives	7BSP1295	15	English	50	50	0	A
Employment Relations: Theory And Practice	7BSP1297	15	English	50	50	0	A
Strategic HRM	7BSP1299	15	English	50	50	0	B
Organisational Behaviour: Theory And Practice	7BSP1296	15	English	0	100	0	B
Leadership And Management Development ✠	7BSP1302	15	English	0	100	0	C
Year 2							
PG Research Methods for HRM	7BSP1298	15	English	0	100	0	A
Employment Law ✠	7BSP1376	15	English	70	30	0	A
Remuneration Strategy And Practice ✠	7BSP1301	15	English	50	50	0	B
People Resourcing ✠	7BSP1300	15	English	0	100	0	B
PG HRM Dissertation/Management Research Project (CIPD)	7BSP1307	45	English	0	100	0	ABC

Non-CIPD day teaching options for part-time students

NB Students on the part-time route who do not wish to seek CIPD membership, may opt out of studying those modules marked with a cross (✠) and opt into the day time delivery option modules listed below. These should liaise with their Programme Leader and confirm in writing their programme choices:

Non-CIPD options available to Part-time students as day delivery:

Optional Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
*People Resourcing**	7BSP1300	15	English	0	100	0	A
Employment Law	7BSP1376	15	English	70	30	0	B
*Remuneration Strategy And Practice**	7BSP1301	15	English	50	50	0	B
Leadership & Management Development	7BSP1302	15	English	0	100	0	B
International And Comparative HRM	7BSP1303	15	English	0	70	.0	B
Comparative Employment Relations	7BSP1304	15	English	0	100	0	B
Managing Across Cultures	7BSP0435	15	English	0	100	0	B

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Mode of study: Part-Time

Entry point: Semester B

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Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Year 1 (Semester B and C only)							
People Resourcing ✢	7BSP1300	15	English	0	100	0	B
Remuneration Strategy And Practice ✢	7BSP1301	15	English	50	50	0	B
Year 2							
HRM: Practice And Perspectives	7BSP1295	15	English	50	50	0	A
Employment Relations: Theory And Practice	7BSP1297	15	English	50	50	0	A
Strategic HRM	7BSP1299	15	English	50	50	0	B
Organisational Behaviour: Theory And Practice	7BSP1296	15	English	0	100	0	B
Year 3							
PG Research Methods for HRM	7BSP1298	15	English	0	100	0	A
Employment Law ✢	7BSP1376	15	English	70	30	0	A
Leadership And Management Development ✢	7BSP1302	15	English	0	100	0	B
PG HRM Dissertation/Management Research Report (CIPD)	7BSP1307	45	English	0	100	0	ABC

The award of an MA HRM requires 180 credit points passed at level 7 including the Dissertation

Non-CIPD day teaching options for part-time students

NB. Students on the part-time route who do not wish to seek CIPD membership, may opt out of studying those modules marked with a cross (✢) and opt into the day time delivery option modules listed below. These should liaise with their Programme Leader and confirm in writing their programme choices:

Non-CIPD options available to Part-time students as day delivery:

Optional Modules Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
*People Resourcing**	7BSP1300	15	English	0	100	0	A
Employment Law	7BSP1376	15	English	70	30	0	B
*Remuneration Strategy And Practice**	7BSP1301	15	English	50	50	0	B
Leadership & Management Development	7BSP1302	15	English	0	100	0	B
International And Comparative HRM	7BSP1303	15	English	0	70	30	B
Comparative Employment Relations	7BSP1304	15	English	0	100	0	B
Managing Across Cultures	7BSP0435	15	English	0	100	0	B

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Mode of study: Full-Time

Entry point: Semester A

Postgraduate Diploma Human Resource Management

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
HRM: Practice And Perspectives	7BSP1295	15	English	50	50	0	A
Employment Relations: Theory And Practice	7BSP1297	15	English	50	50	0	A
Strategic HRM	7BSP1299	15	English	50	50	0	B
Organisational Behaviour: Theory And Practice	7BSP1296	15	English	0	100	0	A
Remuneration Strategy And Practice	7BSP1301	15	English	50	50	0	B
People Resourcing	7BSP1300	15	English	0	100	0	A
PG Research Methods for HRM	7BSP1298	15	English	0	100	0	A
PG HRM Management Project (CIPD)	7BSP1305	15	English	0	100	0	ABC

Mode of study: Part-Time

Entry point: Semester A

Postgraduate Diploma Human Resource Management

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Year 1							
HRM: Practice And Perspectives	7BSP1295	15	English	50	50	0	A
Employment Relations: Theory And Practice	7BSP1297	15	English	50	50	0	A
Strategic HRM	7BSP1299	15	English	50	50	0	B
Organisational Behaviour: Theory And Practice	7BSP1296	15	English	0	100	0	B
Year 2							
PG Research Methods for HRM	7BSP1298	15	English	0	100	0	A
PG HRM Management Project (CIPD)	7BSP1305	15	English	0	100	0	ABC
People Resourcing	7BSP1300	15	English	0	100	0	B
Remuneration Strategy And Practice	7BSP1301	15	English	50	50	0	B

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Mode of study: Part-Time

Entry point: Semester B

Postgraduate Diploma Human Resource Management

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Year 1							
People Resourcing	7BSP1300	15	English	0	100	0	B
Remuneration Strategy And Practice	7BSP1301	15	English	50	50	0	B
Year 2							
HRM: Practice And Perspectives	7BSP1295	15	English	50	50	0	A
Employment Relations: Theory And Practice	7BSP1297	15	English	50	50	0	A
Strategic HRM	7BSP1299	15	English	50	50	0	B
Organisational Behaviour: Theory And Practice	7BSP1296	15	English	0	100	0	B
Year 3							
PG Research Methods for HRM	7BSP1298	15	English	0	100	0	A
PG HRM Management Project (CIPD)	7BSP1305	15	English	0	100	0	ABC

The award of a PG Diploma in RM requires 120 credit points passed at level 7

Mode of study: Part-Time

Entry point: Semester A or B

Postgraduate Certificate Human Resource Management

A student wishing to complete a PG Certificate in HRM must complete 60 credits of study selected from the modules below. Prospective students are advised to discuss their module choices with the Programme Leader prior to enrolling.

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
HRM: Practice And Perspectives	7BSP1295	15	English	50	50	0	A
Employment Relations: Theory And Practice	7BSP1297	15	English	50	50	0	A
Strategic HRM	7BSP1299	15	English	50	50	0	B
Organisational Behaviour: Theory And Practice	7BSP1296	15	English	0	100	0	B
Employment Law	7BSP1376	15	English	70	30	0	A
People Resourcing	7BSP1300	15	English	0	100	0	B
Leadership And Management Development	7BSP1302	15	English	0	100	0	B
International And Comparative HRM	7BSP1303	15	English	0	70	30	B
Comparative Employment Relations	7BSP1304	15	English	0	100	0	B
Managing Across Cultures	7BSP0435	15	English	0	100	0	B

The award of a PG Certificate in HRM requires 60 credit points passed at level 7.

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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	Human Resource Management	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Postgraduate Diploma	Human Resource Management	120 credit points, including at least 90 at level 7	2, 3 Semesters	A1, A2, A3 via HRM Management Report 7BSP1305 - 15 credits. B1, B2, B4, B3 via HRM Management Report 7BSP1305 - 15 credits. C1, C2, C3 D1, D2, D3, D4 via HRM Management Report 7BSP1305 - 15 credits
Postgraduate Certificate		60 credit points, including at least 45 at level 7	1-2 Semesters	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.

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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:

To meet the requirements for CIPD Professional Membership students must take and pass all of the CIPD-approved modules. Students should do EITHER the HRM Dissertation/Management Research Report (to obtain a MA HRM) or the HR Management Research Report (to obtain a PG Diploma of HRM) to meet the requirements for CIPD Professional Membership.

• As specified by the external approving body, no compensation for failed CIPD-approved modules is permitted if students wish to qualify for professional membership of the CIPD.

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E. Management of Programme & Support for student learning

Management
The programme is managed and administered through:
• Dean of School
• The Head of Department
• A Programme Leader who is responsible for the day- to-day management of the programme assisted by a Deputy Programme Leader
• An Admissions Tutor, with specific responsibility for open days and selection
• An International Admissions Tutor, with specific responsibility for selection of overseas students
• A designated Administrator to deal with day-to-day administration associated with the programme
• Module Leaders who are responsible for individual modules

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- A programme committee, the membership of which includes student representatives from each level of study and key members of the Business School staff.

Support

Students are supported by:
- A Programme Leader
- Hertfordshire Business School Information Point.
- Centre for Academic Skills Enhancement (CASE)
- Student representative on programme committees
- A designated programme administrator
- An Induction week at the beginning of the academic session
- Overseas Orientation
- StudyNet, a versatile on-line inter-active intranet and learning environment
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in Learning Resources Centres
- 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, incorporating Chaplaincy, Counselling and nursery
- Medical centre
- English support classes in HBS
- A Statistics Drop-in Centre
- An Equal Opportunities Officer
- The Students' Union
- Guided student centred learning through the use of StudyNet
- A Careers and Employment Service for all current students and graduates

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 Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;
- A Module Guide 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/. Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF panel's report and conclusions can be accessed at: https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#/provider/10007147

G. Entry requirements

The normal entry requirements for the programme are:

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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).

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If you would like this information in an alternative format please contact:
Dr Gary Pheiffer, Programme Leader (g.pheiffer@herts.ac.uk)

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

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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.

Module Title	Module Code	Knowledge & Understanding			Intellectual Skills				Practical Skills			Transferable Skills			
		A1	A2	A3	B1	B2	B3	B4	C1	C2	C3	D1	D2	D3	D4
HRM Practice and Perspectives	7BSP1295	×	×		×	×			×	×	×	×		×	
Strategic HRM	7BSP1299	×			×	×		×	×		×	×		×	
Organisational Behaviour: Theory and Practice	7BSP1296	×	×		×	×		×	×		×		×	×	
Employment Relations: Theory and Practice	7BSP1297	×	×		×	×	×	×	×	×	×	×	×	×	
PG Research Methods for HRM	7BSP1298		×		×	×	×		×		×	×			×
PG HRM Dissertation	7BSP1306	×	×	×	×	×	×		×		×	×			×
PG HRM Dissertation/ Management Research Project (CIPD)	7BSP1307	×	×	×	×	×	×		×	×	×	×			×
PG HRM Management Project (CIPD)	7BSP1305	×	×		×	×	×		×	×	×	×			×
Employment Law	7BSP1376	×			×	×			×		×	×	×	×	
Remuneration Strategy and Practice	7BSP1301	×			×	×			×		×	×		×	
People Resourcing	7BSP1300	×			×	×			×	×	×	×		×	
Leadership and Management Development	7BSP1302	×	×		×	×		×	×		×	×	×	×	
International and Comparative HRM	7BSP1303	×	×		×	×			×		×	×	×	×	
Comparative Employment Relations	7BSP1304	×	×		×	×			×	×	×	×	×	×	
Managing Across Cultures	7BSP0435	×	×		×	×		×	×	×	×	×	×	×	

Key: Learning Outcome which is assessed as part of the module ☒

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PG Diploma Human Resource Management

Table 2b: Development of 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.

Module Title	Module Code	Knowledge & Understanding			Intellectual Skills				Practical Skills			Transferable Skills			
		A1	A2	A3	B1	B2	B3	B4	C1	C2	C3	D1	D2	D3	D4
HRM Practice and Perspectives	7BSP1295	×	×		×	×			×	×	×	×		×	
Strategic HRM	7BSP1299	×			×	×		×	×		×	×		×	
Organisational Behaviour: Theory and Practice	7BSP1296	×	×		×	×		×	×		×		×	×	
Employment Relations: Theory and Practice	7BSP1297	×	×		×	×	×	×	×	×	×	×	×	×	
PG Research Methods for HRM	7BSP1298		×		×	×	×		×		×	×			×
PG HRM Management Project (CIPD)	7BSP1305	×	×		×	×	×		×	×	×	×			×
Employment Law	7BSP1376	×			×	×			×		×	×	×	×	
Remuneration Strategy and Practice	7BSP1301	×			×	×			×		×	×		×	
People Resourcing	7BSP1300	×			×	×			×	×	×	×		×	
Leadership and Management Development	7BSP1302	×	×		×	×		×	×		×	×	×	×	
International and Comparative HRM	7BSP1303	×	×		×	×			×		×	×	×	×	
Comparative Employment Relations	7BSP1304	×	×		×	×			×	×	×	×	×	×	
Managing Across Cultures	7BSP0435	×	×		×	×		×	×	×	×	×	×	×	

Key: Learning Outcome which is assessed as part of the module ⊠

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Table 2c: Development of 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.

Module Title	Module Code	Knowledge & Understanding			Intellectual Skills				Practical Skills			Transferable Skills			
		A1	A2	A3	B1	B2	B3	B4	C1	C2	C3	D1	D2	D3	D4
HRM Practice and Perspectives	7BSP1295	×	×		×	×			×	×	×	×		×	
Strategic HRM	7BSP1299	×			×	×		×	×		×	×		×	
Organisational Behaviour: Theory and Practice	7BSP1296	×	×		×	×		×	×		×		×	×	
Employment Relations: Theory and Practice	7BSP1297	×	×		×	×	×	×	×	×	×	×	×	×	
Employment Law	7BSP1376	×			×	×			×		×	×	×	×	
Remuneration Strategy and Practice	7BSP1301	×			×	×			×		×	×		×	
People Resourcing	7BSP1300	×			×	×			×	×	×	×		×	
Leadership and Management Development	7BSP1302	×	×		×	×		×	×		×	×	×	×	
International and Comparative HRM	7BSP1303	×	×		×	×			×		×	×	×	×	
Comparative Employment Relations	7BSP1304	×	×		×	×			×	×	×	×	×	×	
Managing Across Cultures	7BSP0435	×	×		×	×		×	×	×	×	×	×	×	

Key: Learning Outcome which is assessed as part of the module ⊠

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

A1. Show a critical appreciation of the relationship between human resource management and the strategic and operational requirements of organisations

A2. 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, and an understanding of how the boundaries of HRM knowledge are advanced through research

A3. Develop advanced research skills and apply these in a substantial piece of original, independent research, writing a dissertation or 'HR Management Research Report'.

Practical Skills

C1. Communicate complex ideas and arguments , using a range of media, including professional reports and presentations

C2. Learn through reflection on practice and experience to provide a springboard for subsequent personal and professional development

C3. Effectively use CIT

Intellectual Skills

B1. 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

B4. Analyse management tools for leadership 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

D4. Select and use primary and secondary research methodologies in the collection and analysis of data, and use analysis of this to inform management decision making

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Section 2

Programme management

Relevant QAA subject benchmarking statements	Type 1: Specialist Masters awards in Business and Management 2015
Type of programme	Taught Postgraduate
Date of validation/last periodic review	December 16
Date of production/ last revision of PS	March 19
Relevant to level/cohort	Level 7 entering September 2020
Administrative School	Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSHRMT	MA Human Resource Management	100085

Course details		
Course code	Course description	HECOS
BSHRMTPGD	PG Diploma in Human Resource Management	100085

Course details		
Course code	Course description	HECOS
BSHRMTPGC	PG Certificate in Human Resource Management	100085

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