Hertfordshire Business School

Title of Programme: MA Human Resource Management and Post Graduate Diploma Human Resource Management

Programme Code: BSHRMT, BSHRMTPGD and BSHRMTARM

Programme Specification

This programme specification is relevant to students entering:
01 September 2021

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 & PG Dip Human Resource Management

Section 1

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

A. Programme Rationale

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

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

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

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diverse attitudes and motivations of those entering the labour market. Issues such as how to manage change and personal development are core themes for the programme.

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

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

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

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

*University regulation UPR AS11 section 2.4 reduced the 36 week minimum requirement to 30 weeks minimum for 2020-2021 and 2021-22 academic session.

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:

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

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- Develop practitioners who are able to facilitate sustainable organisations

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. Demonstrate a critical understanding of HRM theory and practice A2. Show a critical appreciation of the relationship between human resource management and the strategic and operational requirements of organisations/enterprise's and the wider society A3. Demonstrate a systematic understanding of a wide range of contemporary research, practices, theoretical approaches, and debates at the forefront of the HRM academic and professional discipline A4. Develop an understanding of how the boundaries of HRM knowledge are advanced through research and evidence-based inquiry. A5. Develop practice and evidence approach by advanced research skills in facilitating an evidence and problem-solving approach by applying research skills in undertaking a substantial piece of independent original research project Sandwich option only A6. Develop contextual knowledge through a	Acquisition of knowledge and understanding is through a problem-solving approach using experiential learning and the notion of the scientist-practitioner in the teaching/learning strategies To achieve this the programme will adapt a student focused learning strategy and using experiential learning methods and facilitation, which may also include a combination of research, seminars, presentations, group work, workshops, study trips, role plays, guest speakers and live projects/cases. Project learning is developed by one-to-one sessions with an allocated supervisor. In line with an evidence-based student-centred learning strategy the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	In line with the evidence-based learning strategy knowledge and understanding are assessed through assessments that combine both theory/science/evidence and an application of that in each piece of assessment, combined with a reflection on the work/experience. Knowledge and understanding are assessed through a combination of (although not limited to): class presentations, group work, reports, and a large-scale project/dissertation, small projects, essays. The dissertations and project will assess the ability of the student to identify research, analyse, and draw conclusions from a detailed study, normally incorporating elements of primary research.

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substantive work placement experience		
Intellectual skills:	**Teaching/learning methods & strategies**	Assessment
B1. Develop an inquiry practice oriented mindset by problem solving and decision making, evaluating complex issues arising from the research, practices, theoretical approaches and debates in the subject of HRM. B2. Critical thinking and critical appraisal applied to current areas of the curriculum in HR areas, and to the context of their work in a national and international context B3. Conduct research into business and human resource management issues and be able to take an evidence based and consultancy approach to practice B4. Analyse HRM management tools for leadership, development, sustainability and performance management	Intellectual skills are developed through Intellectual skills are developed throughout the programme by the 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.	Intellectual skills are assessed through a range of coursework exercises, in class presentations, group work, essays, and reports throughout the programme. B3 is assessed through the Dissertation / Management Research Report process. Analysis and problem solving are assessed through presentations, management reports and coursework.
Practical skills:	**Teaching/learning methods & strategies**	**Assessment**
C1. Develop HRM specific skills and the application of these C2. Be able to communicate complex ideas and arguments, using a range of media, including professional reports and presentations C3. Develop long term learning skills through experiential learning, reflection on practice and experience to provide a springboard for subsequent	Practical skills are developed through the use of an experiential problem-based learning approach and specific skill development workshops in each module and also 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	Practical skills are assessed through the use of a variety of applied assessments in each module. In addition, practical skills are assessed through a range of assignments built into individual modules which include oral presentations, written assignments or role-play exercises and case study analysis. The dissertation and/or HR project includes a full range of practical HRM skills,

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personal and professional development C4. Effectively use HRM tools such as digital leaning tools, facilitation and leading HRM activities	ensure a broad range of backgrounds, opinions, skills and experiences are represented.	including a section where the graduate is required to present detailed recommendations and to undertake a self-reflection of the dissertation/project 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 to ensure sustainability. D4. Select and use primary and secondary research methodologies to develop evidence-based practice	Transferable skills are developed through the explicit use of experiential problem-based learning throughout the programme. This is reinforced by the applied assessment in each module Transferable skills are therefore developed throughout the programme by a range of opportunities to work on assignments requiring individual and group working, including seminars, workshops, dissertation work, role-plays, case studies, class presentations, as well as peer-to-peer discussion. The choice of method will depend upon the nature and format of the specific module and its learning outcomes. Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan.	Transferable skills are assessed through the use of experiential problem-based learning. Transferable skills are assessed through a range of individual and group assignments built into the curriculum as outlined in A, B and C above.

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

The programme is offered as a full time one-year study programme, a two-year full-time study programme with sandwich option or Advanced Research and a 2 year part time programme.

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

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

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students which incorporate Sandwich or Advanced Research.

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

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

<u>Semester A entry</u>

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

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

<u>Semester B entry</u>

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

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

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

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

Professional and Statutory Regulatory Bodies

The course is currently accredited by the CIPD

Work-Based Learning, including Sandwich Programmes

An award of 'Sandwich' is made if at least 30 weeks* of approved, supervised work experienced is undertaken in addition to the requirements for the first year of study. Students are responsible for sourcing their own placements. Support is given by the Employability team and Careers to help students gain placements. Students are also required to study a non-credit bearing module Professional Work Placement (enrolled on to support work placement) 7BSP1336 to prepare students for placement searching.

Programme Structure

The programme structure and progression information below is provided for the awards (Table 1A). 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.

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Table 1a Outline Programme Structures

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

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

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

1.1 Mode of study: MA HRM FULL TIME – ONE YEAR

Entry point Semester A

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Dissertation	7BSP1307	45	English	0	100	0	A/B/C

Optional Modules *Select two from semester A, two from semester B and one from Semester C* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

1.2 Award route MA HRM (Global) FULL TIME – ONE YEAR

Entry point Semester A

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Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership Development	7BUS2047	15	English	0	100	0	B
Global HRM	7BUS2054	15	English	0	100	0	A
People Management across cultures	7BUS2055	15	English	0	100	0	B
Dissertation	7BSP1307	45	English	0	100	0	A/B/C

Optional Modules *Select one from semester A, one from semester B and one from Semester C* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

1.3 Award Route MA HRM (Work Psychology) FULL TIME – ONE YEAR

Entry point Semester A

Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
Dissertation	7BSP1307	45	English	0	100	0	A/B/C

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Optional Modules *Select one from semester A, one from semester B and one from Semester C* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

1.4 Mode of study MA HRM PART TIME – TWO YEAR

Entry point: Semester A

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

YEAR 1 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B

Optional Modules *Select ONE from semester A, ONE from semester B and one from Semester C* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

YEAR 2 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A

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	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Dissertation	7BSP1307	45	English	0	100	0	A/B/C

Optional Modules *Select ONE from semester A, ONE from semester B* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B

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

MA Human Resource Management (Global) – must study:
Global HRM 7BUS2054 and People Management Across Cultures 7BUS2055

MA Human Resource Management (Work Psychology) – must study:
Effective Work Psychology 7BUS2056 and Contemporary Issues in Work Psychology 7BUS2057

1.5 Mode of study MA HRM PART TIME – TWO YEAR

Entry point: Semester B

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

YEAR 1 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Business research in people practice	7BUS2046	15	English	0	100	0	B
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A

Optional Modules *Select ONE from semester B, ONE from semester C and one from Semester A* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C

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Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Employment Law	7BSP1376	15	English	0	100	0	C
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A

YEAR 2 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Dissertation	7BSP1307	45	English	0	100	0	B/C
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A

Optional Modules *Select ONE from semester A, ONE from semester B* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A

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

MA Human Resource Management (Global) – must study:
Global HRM 7BUS2054 and People Management Across Cultures 7BUS2055

MA Human Resource Management (Work Psychology) – must study**:**
Effective Work Psychology 7BUS2056 and Contemporary Issues in Work Psychology 7BUS2057

Table 1aii Outline Programme Structures

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

Mode of Study: FULL TIME TWO YEARS

Entry Point: Semester A Entrants Only

This route of study incorporates a minimum of 30 weeks placement work. In order to undertake a 'Sandwich' placement student must pass all modules in the first attempt of their first semester

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(Semester A) and achieve 60 credits and then achieve a further 60 credits by the end of Semester B .

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

Students who are not academically eligible, or unable to secure a professional work placement, will be transferred from the 'Sandwich' route to the two year 'Advanced Research' route. Transferring pathways may impact on eligibility for Graduate visa.

Award Route: MA Human Resource Management (Sandwich)
Entry point Semester A YEAR ONE

YEAR 1 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B

Optional Modules *Select two from semester A, two from semester B* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B

YEAR 2 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Professional Work Placement (enrolled on to support work placement) **	7BSP1336	0	English	0	100	0	CAB
Work Placement Portfolio	7BSP1318	0	English	0	100	0	C
Dissertation	7BSP1307	45	English	0	100	0	BC

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Optional Modules *Select ONE from Semester C* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

Award route: MA Human Resource Management (Global)(Sandwich)

Entry point Semester A YEAR ONE

YEAR 1 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Global HRM	7BUS2054	15	English	0	100	0	A
People Management across cultures	7BUS2055	15	English	0	100	0	B

Optional Modules *Select one from semester A, one from semester B* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B

YEAR 2 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Professional Work Placement (enrolled on to support work placement) **	7BSP1336	0	English	0	100	0	CAB
Work Placement Portfolio	7BSP1318	0	English	0	100	0	C
Dissertation	7BSP1307	45	English	0	100	0	BC

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Optional Modules *Select ONE from Semester C* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

Award route: MA Human Resource Management (Work Psychology) (Sandwich)

Entry point Semester A YEAR ONE

YEAR 1 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B

Optional Modules *Select one from semester A, one from semester B* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B

YEAR 2 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Professional Work Placement (enrolled on to support work placement) **	7BSP1336	0	English	0	100	0	CAB
Work Placement Portfolio	7BSP1318	0	English	0	100	0	C
Dissertation	7BSP1307	45	English	0	100	0	BC

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Optional Modules *Select ONE from Semester C* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

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

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

The award of MA Human Resource Management (Sandwich), MA Human Resource Management (Global) (Sandwich) and MA Human Resource Management (Work Psychology) (Sandwich) requires the completion of 180 credits at L7, successful complete a 30 week professional work placement, submit with satisfactory completion work placement milestones and the work placement portfolio at the beginning of Semester C.

Table 1aiii Outline Programme Structures

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

Mode of Study: FULL TIME TWO YEARS

Entry Point: Semester A Entrants only

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

Award route: MA Human Resource Management with Advanced Research

YEAR 1 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B

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| Personal effectiveness and leadership development | 7BUS2047 | 15 | English | 0 | 100 | 0 | B |

Optional Modules **Select a Total of Four Modules options from either** **semester A, semester B or Semester C** *A maximum of 60 credits can only be studied in one Semester including the compulsory modules* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

YEAR 2 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Advanced Business Research***	7BSP1371	30	English	0	100	0	AB
Professional and Consultancy Skills***	7BSP1372	30	English	0	100	0	AB
Major HRM Applied Project	7BUS2058	60	English	0	100	0	BC

Award route: MA Human Resource Management with Advanced Research (Global)

YEAR 1 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Global HRM	7BUS2054	15	English	0	100	0	A
People Management across cultures	7BUS2055	15	English	0	100	0	B

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Optional Modules *Select TWO optional modules from either semester A, semester B or Semester C. A maximum of 60 credits only including compulsory modules can be studies in one semester.* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

YEAR 2 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Advanced Business Research***	7BSP1371	30	English	0	100	0	AB
Professional and Consultancy Skills***	7BSP1372	30	English	0	100	0	AB
Major HRM Applied Project	7BUS2058	60	English	0	100	0	BC

Award route: MA Human Resource Management with Advanced Research (Work Psychology)

YEAR 1 **Compulsory Modules** Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B

OPTIONAL MODULES *Select TWO optional modules from either semester A, semester B or Semester C. A maximum of 60 credits only including compulsory modules can be studies in one semester.* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A

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Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Global HRM	7BUS2054	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

YEAR 2 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Advanced Business Research***	7BSP1371	30	English	0	100	0	AB
Professional and Consultancy Skills***	7BSP1372	30	English	0	100	0	AB
Major HRM Applied Project	7BUS2058	60	English	0	100	0	BC

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

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

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

The award of an MA Human Resource Management requires 180 credits passed including the dissertation project.

Table 1aiv Outline Programme Structures

Award route: Post Graduate Diploma in Human Resource Management
Mode of study: Part time 2 years.

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

No specialist pathway routes are available on this award route.

Entry point: Semester A

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YEAR 1 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B

Optional Modules *Select TWO modules – ONE from either Semester A and ONE from Semester B or ONE from Semester C – Totalling 30 credits of optional modules.* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C

YEAR 2 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
HRM Management Report	7BSP1305	15	English	0	100	0	A/B/C

Optional Modules *Select ONE from either semester A or semester B* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B

Entry point: Semester B

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YEAR 1 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Business research in people practice	7BUS2046	15	English	0	100	0	B
Working lives in a changing environment	7BUS2044	15	English	0	100	0	A

Optional Modules *Select TWO modules – ONE from either Semester B and ONE from Semester A or ONE from Semester C – Totalling 30 credits of optional modules.* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
People Management across cultures	7BUS2055	15	English	0	100	0	B
People Resourcing	7BUS2051	15	English	0	100	0	B
Strategic Learning and Development	7BUS2052	15	English	0	100	0	C
Ethics in business: a global perspective	7BUS2053	15	English	0	100	0	C
Employment Law	7BSP1376	15	English	0	100	0	C
Effective Work Psychology	7BUS2056	15	English	0	100	0	A
Contemporary Employment Relations	7BUS2048	15	English	0	100	0	A

YEAR 2 Compulsory Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
Management Report	7BSP1305	15	English	0	100	0	A/B/C
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A

Optional Modules *Select ONE from either semester B or semester A* Module Titles	Module Code	Credit Points	Language of Delivery	% examination	% coursework	% Practical	Semesters
Strategic Reward	7BUS2050	15	English	0	100	0	B
Contemporary Issues in Work Psychology	7BUS2057	15	English	0	100	0	B
Sustainable Organisational Change and Development	7BUS2049	15	English	0	100	0	A
Global HRM	7BUS2054	15	English	0	100	0	A

Chartered Institute of Personnel and Development (CIPD) Accreditation

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

Working lives in a changing environment	7BUS2044	15	English	0	100	0	A
Strategic People Management & Development	7BUS2045	15	English	0	100	0	A
Business research in people practice	7BUS2046	15	English	0	100	0	B
Personal effectiveness and leadership development	7BUS2047	15	English	0	100	0	B
One of the following depending on pathway:							
Dissertation	7BSP1307	45	English	0	100	0	A/B/C
Major HRM Applied Project	7BUS2058	60	English	0	100	0	BC
HRM Management Report	7BSP1305	15	English	0	100	0	A/B/C

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

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

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Masters	MA Human Resource Management with Advanced (Work Psychology)	240 credit points including at least 180 at level 7	5 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Masters	MA HRM with Advanced Research	240 credit points including at least 180 at level 7	5 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4
Postgraduate Diploma CIPD	PG Dip HRM	120 credit points, including at least 90 at level 7 and the core modules	2, 3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4.
Postgraduate Diploma	PG Dip	120 credit points, including at least 90 at level 7	2, 3 Semesters	A1, A2, A3, A4, A5, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4.

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

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

Programme-specific assessment regulations

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

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

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

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

Placements are advertised through the Career and Placements Office. Students may also source

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

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

Success in the placement will be recognised in the title of the award but does not carry additional credit towards the Honours programme.

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

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

- In order to enrol onto the Work Placement module, students need to have passed 60 credits in Semester A. Students who have not passed 60 credits in Semester A are able to transfer to the HRM pathway or the HRM (with Advanced Research) pathway.
- To qualify for the award of MA HRM (Sandwich), students must successfully complete the module Work Placement Assessment, as well as the Work Placement. Students who do not successfully complete these modules will be eligible for the award MA HRM on successful completion of 180 credits, including the Dissertation 45 credits
- To qualify for the award of MA HRM (with Advanced Research), students must successfully complete the two 30 credit Level 7 modules 'Advanced Business Research' and ''Professional and Consultancy Skills. No final compensatory credit can be awarded for these modules.
- The award calculation for the award of MA HRM (with Advanced Research) will be based on an average of the best 150 of 180 grade-bearing credits on the programme. The remaining 60 credits gained from 'Major HRM Applied Project'. The 'Advanced Business Research' and 'Professional and Consultancy Skills' are excluded from this calculation as these modules are graded on a pass/fail basis.
- A pass grade in the dissertation or project for CIPD accreditation is required
- The dissertation or project must contain a recommendations chapter
- The maximum period within which a student may gain an award on the programme is 4 years from their date of registration.
- The MA HRM (Sandwich) incorporates a minimum of 30 weeks and required 180 credits at Level 7. Students will need to complete a 30-week placement, submit acceptable milestone reports and pass the Work Placement Portfolio at the start of Semester C
- The MA HRM (with Advanced Research) requires 240 credits passed at level 7 and Advanced Business Research and Professional and Consultancy Skills passed.

E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:

- A Dean of School who has overall responsibility for all programmes in the School.
- An Associate Dean of School (Academic Quality Assurance) who has overall responsibility for academic quality, assurance and enhancement with and on behalf of the Dean of School.
- An Associate Dean of School (Learning and Teaching) who has overall responsibility for learning and teaching with and on behalf of the Dean of School.
- An Associate Dean of School (Student Experience) who has overall responsibility for induction and student experience with and on behalf of the Dean of School.
- A Programme Leader to help students understand the programme structure and provide academic and pastoral support.
- A Head of Group for HRM who is responsible for all the modules on the programme.

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- The programme committee which has a membership which includes all of the above plus an Information Manager and student representatives.
- A designated Programme Administrator to deal with day-to-day administration associated with the modules within the Programme.
- Module Leaders who are responsible for individual modules.

Support

Students are supported by:
- de Havilland Student Administration Service
- Centre for Academic Skills Enhancement (*CASE*) includes module specific support, such as numeracy and report writing
- Reflective Writing Support - (*CASE*)
- Academic English for Business (AEB) tutor(s)
- Mathematics Drop-in Centre at College Lane
- English support classes
  Student representative on programme committees
- Induction at the beginning of the academic session
- StudyNet, a versatile on-line interactive 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
- An Equality Office
- The Students' Union
- Technical support throughout the programme of study available at helpdesk@herts.ac.uk
- Guided student-centred learning through the use of StudyNet
- Access to Disability Adviser at: DisabilityServices@herts.ac.uk through the University Disability

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 available online.

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: a minimum of 2:2 UK UG degree or equivalent or CIPD level 5 with 2 years relevant HRM experience.

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

If you would like this information in an alternative format please contact: bs.admissions@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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MA HRM

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	Programme Learning Outcomes (as identified in section 1 and the following page)																		
		Knowledge & Understanding						Intellectual Skills				Practical Skills				Transferable Skills			
		A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4
Working lives in a changing environment	7BUS2044	×	×	×	×			×	×	×		×	×	×		×	×		×
Strategic People Management and Development	7BUS2045	×	×	×	×			×	×	×	×	×	×	×	×	×	×		×
Business research in people practice	7BUS2046	×		×	×			×	×	×	×	×	×	×	×	×	×		×
Personal effectiveness and leadership	7BUS2047	×		×	×			×		×	×	×	×	×	×	×	×		×
Contemporary Employment relations	7BUS2048	×	×	×	×			×	×	×		×	×	×	×	×	×		×
Sustainable Organisational Change and Development	7BUS2049	×	×	×	×			×		×	×	×	×	×	×	×	×		×
Strategic Reward	7BUS2050	×		×	×			×	×	×	×	×	×	×	×	×	×		×
People Resourcing	7BUS2051	×	×	×	×			×	×	×	×	×	×	×	×	×	×		×
Strategic Learning and Development	7BUS2052	×		×	×			×		×	×	×	×	×	×	×	×		×
Ethics in business: a global perspective	7BUS2053	×	×	×	×			×	×	×	×	×	×			×	×	×	×
Global HRM	7BUS2054	×	×	×	×			×	×	×	×	×	×	×		×	×	×	×
People Management Across Cultures	7BUS2055	×	×	×	×			×	×	×	×	×	×	×		×	×	×	×
Effective Work Psychology	7BUS2056	×		×	×			×		×		×	×	×	×	×	×		×
Contemporary Issues in Work Psychology	7BUS2057	×		×	×			×		×		×	×	×	×	×	×		×
Employment Law	7BSP1376	×	×	×	×			×						×	×	×	×	×	×
Advanced Business Research	7BSP1371	×	×	×	×				×	×		×	×	×	×	×	×	×	×

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Module	Code																		
Professional Consultancy Skills	7BSP1372							×	×	×			×		×	×	×	×	
Professional Work Placement	7BSP1336						×					×		×		×	×		
Work Placement Portfolio	7BSP1318						×					×	×	×		×	×		
Dissertation	7BSP1307	×		×	×	×				×		×	×	×		×	×	×	×
Management Project (PG Dip)	7BSP1305	×		×	×	×				×		×	×	×		×	×	×	×
Major HRM Research Project	7BUS2058	×		×	×	×				×		×	×			×	×	×	×

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KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

A1. Demonstrate a critical understanding of HRM theory and practice

A2. Show a critical appreciation of the relationship between human resource management and the strategic and operational requirements of organisations/enterprise's and the wider society

A3. Demonstrate a systematic understanding of a wide range of contemporary research, practices, theoretical approaches, and debates at the forefront of the HRM academic and professional discipline

A4. Develop an understanding of how the boundaries of HRM knowledge are advanced through research and evidence-based inquiry.

A5. Develop practice and evidence approach by advanced research skills in facilitating an evidence and problem-solving approach by applying research skills in undertaking a substantial piece of independent original research project

Sandwich option only

A6 - Develop contextual knowledge through a substantive work placement experience

Intellectual Skills

B1. Develop an inquiry practice oriented mindset by problem solving and decision making, evaluating complex issues arising from the research, practices, theoretical approaches and debates in the subject of HRM.

B2. Critical thinking and critical appraisal applied to current areas of the curriculum in HR areas, and to the context of their work in a national and international context

B3. Conduct research into business and human resource management issues and be able to take an evidence based and consultancy approach to practice

B4. Analyse HRM management tools for leadership, development, sustainability and performance management

Practical Skills

C1. Develop HRM specific skills and the application of these

C2. Be able to communicate complex ideas and arguments, using a range of media, including professional reports and presentations

C3. Develop long term learning skills through experiential learning, reflection on practice and experience to provide a springboard for subsequent personal and professional development

C4. Effectively use HRM tools such as digital leaning tools, facilitation and leading HRM activities

Transferable Skills

D1. Perform effectively within individual, group and team environments

D2. Demonstrate sensitivity to diversity in people and different situations

D3. Recognise ethical dilemmas and corporate responsibility issues to ensure sustainability.

D4. Select and use primary and secondary research methodologies so as to develop evidence-based practice

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Section 2

Programme management

Relevant QAA subject benchmarking statements   Specialist Masters awards in Business and Management
Type of programme   HBX
Date of validation/last periodic review   September 16
Date of production/ last revision of PS   **September 2020**
Relevant to level/cohort   Level 7 entering September 2021
Administrative School   Hertfordshire Business School

Table 3 Course structure

Course details		
Course code	Course description	HECOS
BSHRMT	MA Human Resource Management MA Human Resource Management (Global) MA Human Resource Management (Work Psychology) MA Human Resource Management (Sandwich) MA Human Resource Management (Global)(Sandwich) MA Human Resource Management (Work Psychology) (Sandwich)	100085 - human resource management
BSHRMTPGD	PG Diploma Human Resource Management	100085 - human resource management
BSHRMTARM	MA Human Resource Management with Advanced Research MA Human Resource Management with Advanced Research (Global) MA Human Resource Management with Advanced (Work Psychology)	100085 - human resource management

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