

Programme Specification

This Programme Specification is correct as of the date given below however, minor amendments may be made throughout the year and will be incorporated in the annual updating process.

1. **Awarding Institution:** Buckinghamshire New University
2. **Teaching Institution:** Buckinghamshire New University
3. **Faculty:** Design, Media & Management
4. **School:** Applied Management & Law
5. **Final Award:** Master of Arts
6. **Programme Title:** MA Human Resource Management
7. **Accredited by:** CIPD (in progress)
8. **Length / Mode / Regime:** 1 Year / Full Time / By Attendance
2 Years / Part Time / By Attendance
9. **Language of Study:** English
10. **UCAS Code:** N/A
11. **Date of Production/Revision:** Dec 2010 / Sept 2012 / Sept 2014 / September 2018 / May 2021
12. **External Reference Points:**
 - This programme has been developed in accordance with the Framework for Higher Education Qualifications (FHEQ) and meets the requirements for Masters level (Level 7).
 - This programme has been examined against the Subject Benchmark for Business and Management (2007).
 - This programme has been designed to align to the CIPD Profession Map. On successful completion of the MA programme, students will meet the necessary core knowledge and core behaviour standards for CIPD Chartered membership
13. **Potential Student Profile / Criteria for Admission:**

Who is the programme aimed at?
This programme is aimed at applicants who have an organisational responsibility for human resources at an operational, tactical or strategic level and want to enhance their opportunity for professional and career development.

Why should students choose this award?
The programme is structured to offer students the broad range of skills and knowledge required to enhance their knowledge on contemporary research and theory and develop an insight into best practice HR. It also gives students an opportunity to select specialist modules which will support a particular area of professional interest.

The programme is accredited by the professional body and students should choose this award because it supports students through to professional membership of the institute.

The programme offers students the business and human resources knowledge and skills that employers are seeking from HR professionals and HR Business Partners.

What skills and knowledge will successful applicants have?

Where possible, applicants to the MA HRM part-time programme will be interviewed by the course leader to assess suitability.

- Applicants should have obtained an Honours Degree (no specific discipline), normally 2.2 or above or the CIPD Intermediate Level qualification.
- Applicants with considerable HR experience and a CIPD Foundation Level qualification will also be considered.
- Applicants should ideally hold a position in human resource management or line management with HR responsibility.
- Applicants for whom English is not their first language should also hold IELTS 6.5 or equivalent.
- Applicants who have already obtained a Postgraduate Diploma in HRM or an Advanced Award in Human Resources with Graduate or Associate Membership of CIPD, may apply to “top-up” this qualification to a MA HRM. Their transcript will be considered by the university Credit Accumulation & Transfer Scheme committee.

14. Main Educational Aims of the Programme:

The main educational aims of the MA Human Resource Management programme are to:

- Facilitate an overall and systematic understanding of the advanced study of human resource management and the changing context within the field.
- Prepare students to perform effectively as an HR professional or for further study in the area.
- Develop in students a critical awareness and understanding of the relevant underpinning concepts, theoretical frameworks and academic knowledge
- Enhance students’ practical knowledge and lifelong learning and personal development skills, so as to be able to work with self-direction and originality and to contribute to the field as a whole.

15. Programme Outcomes:

On successful completion of the MA Human Resource Management programme students will have demonstrated a systematic knowledge and conceptual understanding of:

- The impact of contextual forces on human resources and organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance
- The major contemporary research and debates in the field of human resource management and development
- The theories, concepts, procedures and practices relating to motivation, commitment and engagement in organisations
- The management and development of people within organisations: leadership, team-working, strategic human resource management and development , change management
- The use of accounting for managerial and financial reporting applications and decision making
- The management and exploitation of information systems and their impact on organizations
- The use of relevant communication and information technologies for application in business and management within a global knowledge based economy
- The influence of customer and service expectations
- The development of appropriate human resource management and development policies and strategies within a changing context to meet stakeholder interests.
- A range of pervasive issues which may develop over time such as sustainability, globalisation, innovation, diversity, creativity, enterprise, knowledge management

Graduates of the programme will also be able to demonstrate the following intellectual and

personal, professional and subject skills

Intellectual Skills

- Critical thinking and creativity: managing creative processes in self and others; organising thoughts, analysis, synthesis, critical appraisal. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect inappropriate logic or reasoning, identify implicit values, define specific terms and generalise appropriately.
- Problem solving and decision making: establishing criteria, using appropriate decision techniques including identifying, formulating and solving business problems; the ability to create, identify, analyse and evaluate options; the ability to implement and review decisions in complex situations.
- Information and knowledge: researching, scanning and organising data, abstracting meaning from information and sharing experience and knowledge.

Personal, Professional and Subject Skills

- Numeracy and quantitative skills including the development and use of relevant HR models
- Effective and professional use of Communication and Information Technology
- Effective two way communication: listening, negotiating, persuading and influencing; oral and written communication; using a range of media, including the preparation of business reports
- The ability to conduct research into human resource management and development issues through data collection, analysis, synthesis and reporting
- High personal effectiveness: self-awareness and self-management; time management; sensitivity to diversity in people and different situations; the desire to continue learning
- Effective performance within a team environment and the ability to recognise and utilise individual's contributions in group processes; team selection, delegation, development and management
- Leadership and performance management: selecting appropriate leadership styles for situations, setting targets, motivating and monitoring performance, coaching and mentoring, continuous improvement
- Learning through reflection on practice and experience

16. Programme Structures and Requirements:

Course Title:		MA Human Resource Management							
Mode:		Full Time							
Course Code:		MB3HRM1							
Total UK Credits available for Course: 180		Total European Credit Transfer System credits awarded for Course: 90							
Module Code	Module Title	Academic Level	Course Stage / Year	Module Type	Credit Value (normally 30)	Assessment Regime			Semester Taught
						CW (written) %	TCA, Practical, Other	Exam %	
MG701	Leading, Managing and Developing People	7	1	C	15		50	50	1-2
MG705	Essential Human Resource Management	7	1	C	15	60	40	34	1-2
MG702	Performance Management	7	1	C	15	60	40	50	2
MG703	HRM in Context	7	1	C	15	100		50	1-2
MG704	Developing Skills for Effective Use of Information	7	1	C	30	60	40		1
MG712*	Dissertation	7	1	C	60	100			1-3
Choose 2 of the following optional modules (ONE from pool A and ONE from pool B)									
Pool A									
MG706*	Investigating a business issue from an HR perspective	7	1	O	15	100			2
MB705	Strategic Leadership	7	1	O	15	60	40		1
MG710	Organisational Psychology	7	1	O	15	50			2
Pool B									
MG707	Employment Law	7	1	O	15	50	50		1
MG711	Learning and Talent Development	7	1	O	15	100			2

* One or other of MG706 or MG712 are required to meet the requirements of the CIPD accredited Advanced level Diploma in Human Resource Management.

In order to qualify for a MA, a student is also required to submit a Dissertation (MG712)

In order to qualify for a Postgraduate Diploma, a student is required to study MG706

All option choices apart from MG712 and MG706 are available subject to a minimum class size

Course Title:		MA Human Resource Management							
Mode:		Part Time							
Course Code:		MB3HRM2							
Total UK Credits available for Course: 180		Total European Credit Transfer System credits awarded for Course: 90							
Module Code	Module Title	Academic Level	Course Stage / Year	Module Type	Credit Value (normally 30)	Assessment Regime			Semester Taught
						CW (written) %	TCA, Practical, Other %	Exam %	
MG701	Leading, Managing and Developing People	7	1	C	15		50	50	1-2
MG705	Essential Human Resource Management	7	1	C	15	60	40	34	1-2
MG702	Performance Management	7	1	C	15	60	40	50	2
MG703	HRM in Context	7	1	C	15	100		50	1-2
MG704	Developing Skills for Effective Use of Information	7	1	C	30	60	40		1
MG712*	Dissertation	7	1	C	60	100			1-3
Choose 2 of the following optional modules (ONE from pool A and ONE from pool B)									
Pool A									
MG706*	Investigating a business issue from an HR perspective	7	1	O	15	100			2
MB705	Strategic Leadership	7	1	O	15	60	40		1
MG710	Organisational Psychology	7	1	O	15	50			2
Pool B									
MG707	Employment Law	7	1	O	15	50	50		1
MG711	Learning and Talent Development	7	1	O	15	100			2

* One or other of MG706 or MG712 are required to meet the requirements of the CIPD accredited Advanced level Diploma in Human Resource Management.

In order to qualify for a MA, a student is also required to submit a Dissertation (MG712)

In order to qualify for a Postgraduate Diploma, a student is required to study MG706

All option choices apart from MG706 are available subject to a minimum class size

17a. Learning, Teaching and Assessment Methods to Achieve the Learning Outcomes:

A comprehensive induction session and Saturday skills workshop will be held in Induction to establish a community of learning and ensure students have the necessary study skills to benefit fully from the course. Students are required to join the CIPD as Student Members.

Full-time students study modules across three semesters as identified above. The dissertation module spans the course duration. The option modules offer students a choice of one module from two pools of three options. One of the option pools (B) consists of modules as specified by the CIPD. In addition, Continuing Professional Development is addressed as a part of all modules.

Part-time students study four core modules in year one and three modules in year two. The year two modules offer students a choice of one module from two pools of three options. One of the option pools (B) consists of modules as specified by the CIPD. The dissertation is delivered in year

two of the programme. In addition, Continuing Professional Development is addressed in both years.

Class sessions comprise of a range of activities including interactive lectures, discussions, group work, presentations and case studies. These relate to topics that are set in a scheme of work for each module. Learning outcomes for the programme and specific modules are applied to the content under discussion at each session. The relationship of theory to practice is consistently stressed. Students are introduced to theories and content; discussion applies this to their experience and to case studies. Core texts are recommended for each module but students are also recommended to read widely through the use of Blackboard and library databases.

Assessment in each module may be by examination or coursework or a combination of both. Full time students sit exams in one core modules at the end of the first semester and three at the end of the second semester. For part-time students, there is one examination in core modules at the end of the first semester and two at the end of the second semester in year one. There is one examination at the end of the second semester in year two. Students must achieve 40% in order to pass each exam and presentation. Coursework requires students to critically analyse and evaluate theory and practice. All modules attract coursework, delivered by presentation or written report, and students must achieve 50% in order to pass each module coursework. This is a specific regulation for this programme. The students will work in Action Learning Sets to prepare an assessed presentations for Performance Management and the Essential Human Resource Management modules.

Students must pass all required assessment(s) in order to pass the module. Students who fail a module will not be awarded credit for that module by virtue of any 'compensation' for stronger performance in any other module(s).

All students attend research methods classes. This will equip them to undertake empirical investigation and analysis required for module MG706 (Investigating a business issue from an HR perspective) or module MG712 (Dissertation).

All dissertation students will be supported by a supervisor. The hand-in date for the dissertation will be from the end of September to the beginning of December for both full-time and part-time students. This is to offer some flexibility to working students. All formal tuition will have been concluded earlier.

The final grade for each module is approved by the Board of Examiners with reference to the grades achieved in coursework and/or examinations. Each piece of assessment counts towards the grade for the whole module. The percentage weighting for each assessment is detailed in the table above.

CIPD Accreditation

Students who wish to qualify for a Postgraduate Diploma in Human Resource Management with CIPD accreditation for the Advanced level Diploma in Human Resource Management must select to study MG706 and do not need to prepare a Dissertation. Students who wish to qualify for the MA in Human Resource Management with CIPD accreditation for the Advanced level Diploma in Human Resource Management must prepare a Dissertation (MG712) instead of selecting to study MG706.

While students may be awarded a postgraduate diploma as an exit award on the successful completion of 120 Level 7 credits, this will only be the CIPD accredited Diploma award if the requirements are met in full. Students may still qualify for a lower CIPD accredited award. The requirements for CIPD accreditation are set out in full in section 19 below.

17b. Matrix Mapping:

Matrix Mapping Programme Outcomes to Individual Modules	
Programme Learning Outcomes	Core Modules Level 7
The impact of contextual forces on human resources and organisations including legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance	MG701 MG703 MG705

Matrix Mapping Programme Outcomes to Individual Modules	
Programme Learning Outcomes	Core Modules Level 7
management and development	MG702 MG703 MG705
The theories, concepts, procedures and practices relating to motivation, commitment and engagement in organisations	MG701 MG702 MG705
The management and development of people within organisations: leadership, team-working, strategic human resource management and development , change management	MG701 MG702 MG705
The use of accounting for managerial and financial reporting applications and decision making	MG704
The management and exploitation of information systems and their impact on organizations	MG704
The use of relevant communication and information technologies for application in business and management within a global knowledge based economy	MG704 MG712
The influence of customer and service expectations	MG701 MG703
The development of appropriate human resource management and development policies and strategies within a changing context to meet stakeholder interests.	ALL
A range of pervasive issues which may develop over time such as sustainability, globalisation, innovation, diversity, creativity, enterprise, knowledge management	ALL

18. **Work Based Learning / Placements:**

This course does not incorporate work-based or placement learning.

19. **Special Features:**

The following areas are covered by the approved University procedures as detailed on the University's web site:

- Assessment Regulations
- Annual Review and Evaluation
- Student Feedback
- Personal Tutoring
- Student Representation

The pass mark for all module coursework will be set at 50% and will be clearly noted in module proformas. Exams will retain the normal 40% pass mark. A student needs to pass all module assessment in order to pass a module. This is in line with CIPD expectations.

The final date for submission of the Dissertation will be up to the beginning of December after the taught programme has been completed.

CIPD Accreditation

This programme is mapped against the following CIPD approved qualifications (CIPD modules where the title is different are given in brackets). Students will need to complete the requirements to be awarded the relevant qualification.

Advanced level Award in Human Resources

Completion of one 15-credit module from the following list:

MG701 Leading, Managing and Developing People

MG702	Performance Management
MG703	HRM in Context
MG706	Investigating a business from an HR perspective
MG707	Employment Law
MG711	Learning and Talent Development
MB705	Strategic Leadership

Advanced level Certificate in Human Resources

All of the following four 15-credit modules:

MG701	Leading, Managing and Developing People
MG702	Performance Management
MG703	HRM in Context
MG704	Developing Skills for Effective Use of Information (Developing skills for business leadership)

Advanced level Diploma in Human Resource Management

CIPD Requirement: Map to learning outcomes of 4 core modules and a minimum of 2 optional modules from list specified. Modules chosen must form a coherent programme (minimum 120 credits as FHEQ)

This is achieved by completion of the following six modules (all 15 credits unless specified):

MG701	Leading, Managing and Developing People
MG702	Performance Management
MG703	HRM in Context
MG704	Developing Skills for Effective Use of Information
MG706	Investigating a business from an HR perspective / MG712 Dissertation (60 credits; maps to Investigating a business issue from an HR perspective)

Plus one of the following:

MG707	Employment Law
MG711	Learning and Talent Development (CIPD Option)
MB705	Strategic Leadership

And additional credits to total: 120 credits for the award of Postgraduate Diploma in Human Resource Management with the *Advanced level Diploma in Human Resource Management*; OR 180 credits for the award of Master of Arts in Human Resource Management with *Advanced level Diploma in Human Resource Management*.

There is a formal progression point between years one and two on the part-time programme. Students are required to pass all four modules in year one in order to progress into year two. The postgraduate regulations for taught courses are applied at the end of years one and two, providing referral opportunities close to when modules have been studied and in accordance with university regulations. Students who successfully pass year one will have completed the requirements for the *CIPD Advanced level Certificate in Human Resources*.

On completion of the award there is no automatic level of membership of CIPD. However, the Students who successfully complete the Advanced Level Diploma or MA Human Resource Management programme achieve the underpinning knowledge for professional membership of the CIPD (Associate or Chartered Member), which is the professional badge of competence. Full and up to date information on membership is available on the CIPD website.

APPENDIX: OTHER AWARDS AVAILABLE

The following Exit Awards are available on this programme:

- Postgraduate Certificate (PGCert)
- Postgraduate Diploma (PGDip)

Exit Award Programme Learning Outcomes

Postgraduate Certificate

On successful completion of a **Postgraduate Certificate (PGCert)**, a graduate will be able to:

- Understand, explain and critically analyse the various contexts (national, international, economic, professional and strategic) of human resources management
- Critically analyse and evaluate the concepts and processes of managing, leading and developing people in organisations
- Understand and develop the critical and appropriate skills for the effective use of information in human resources management
- Critically analyse and evaluate performance management approaches, methodologies and outcomes

A **Postgraduate Certificate (PGCert)** will be awarded to a student who has completed the programme learning outcomes specified above. This is measured by achievement of 60 credits at Level 7. The following modules will count towards achievement of this award:

- MG701 Managing, Leading and Developing People
- MG703 HRM in Context
- MG704 Developing Skills for Effective Use of Information
- MG702 Performance Management

Postgraduate Diploma

On successful completion of a **Postgraduate Diploma (PGDip)**, a graduate will be able to:

- Critically analyse and evaluate the essential, key areas of human resources management
- Critically analyse and demonstrate the contribution to be made by human resource management and development professionals.

A **Postgraduate Diploma (PGDip)** will be awarded to a student who has completed the programme learning outcomes specified above. This is measured by achievement of a combined total of 120 Credits at Level 7. The following modules will count towards achievement of this award:

- MG705 Essential HRM
- Two from the approved range of modules available:
 - MG706 Investigating a Business issue from an HR perspective
 - MG710 Organisational Psychology
 - MG707 Employment Law
 - MG711 Learning and Talent Development
 - MB705 Strategic Leadership