

## PROGRAMME SPECIFICATION

for the award of

**MSc Human Resource Management****Managed by Oxford Brookes Business School**

<b>Date approved:</b>	February 2019 (Programme first validated in September 2004)
<b>Applies to students commencing study in:</b>	September 2020

## RECORD OF UPDATES

<b>Date amended*</b>	<b>Nature of amendment**</b>	<b>Reason for amendment**</b>
February 2019	Change of name and content for P58880: International HRM changed to Comparative Human Resource Management	Update content
February 2019	Change to statement of what is required for PG Diploma: Removal of specification of compulsory modules	Correction of error
February 2019	Addition of statement in 5.1 that the dissertation will be in a domain that is relevant to the degree title.	Clarification in consequence of the addition of a new programme using the dissertation module.

## SECTION 1: GENERAL INFORMATION

<b>Awarding body:</b>	Oxford Brookes University
<b>Teaching institution and location:</b>	Oxford Brookes University, Oxford
<b>Language of study:</b>	English
<b>Final award:</b>	Masters of Science (MSc)
<b>Programme title:</b>	Human Resource Management
<b>Interim exit awards and award titles available:</b>	PGC-HRM: Postgraduate Certificate in Human Resource Management PGD-HRM: Postgraduate Diploma in Human Resource Management
<b>Brookes course code:</b>	BU92 / MSC-HRM
<b>UCAS code:</b>	00805
<b>JACS code:</b>	N600
<b>HECoS code:</b>	See guidance note G2.2, section 1
<b>Mode of delivery:</b>	face to face/on-campus
<b>Mode/s and duration of study:</b>	1 Year for full time 2 Years for part time Maximum duration is 5 years.
<b>QAA subject benchmark statement/s which apply to the programme:</b>	<a href="#">Master's degrees in Business and Management (2015)</a>
<b>Professional accreditation attached to the programme:</b>	<a href="#">Chartered Institute of Personnel &amp; Development (CIPD)</a>
<b>University Regulations:</b>	The programme conforms to the University Regulations for the year of entry as published/archived at: <a href="http://www.brookes.ac.uk/regulations/">http://www.brookes.ac.uk/regulations/</a>  Specific Regulations for Postgraduate Taught Programmes also apply. <a href="http://www.brookes.ac.uk/regulations/current/specific/b4/">http://www.brookes.ac.uk/regulations/current/specific/b4/</a>

## SECTION 2: WHY STUDY THIS PROGRAMME?

### 2.1 Rationale for/distinctiveness of the programme

The Programme is designed to provide students with the theoretical knowledge and practical skills for a career in Human Resources Management and to be able to critically engage with contemporary debates about the role and contribution of HR management. The programme is accredited by the Chartered Institute of Personnel and Development (CIPD) for the equivalent award of an Advanced Diploma in Human Resource Management.

The study of HR Management is also positioned within international business and cultural contexts drawing on the international experience of the students. Professional Skills workshops are also incorporated into the design and delivery of the Programme to ensure that students develop as Professional Practitioners.

### 2.2 Aim/s of the programme

The Programme aims to develop:-

- knowledge, understanding, skills and experience to develop a critical understanding about the role and contribution of Human resource management within a range of organisational contexts
- a capacity for critical enquiry and evaluation as well as independent thinking and effective research skills
- a capacity to communicate and collaborate effectively within a learning community and other stakeholders
- a range of professional skills and experiences to underpin HR practitioner roles.
- a capacity to develop broader perspectives and cross-cultural competencies in order to perform ethically and professionally

## SECTION 3: PROGRAMME LEARNING OUTCOMES

On successful completion of the programme, graduates will demonstrate the following Brookes Attributes:

### 3.1 ACADEMIC LITERACY

1. Demonstrate a critical appreciation of the relationship between human resource management and the operational requirements of organisations and be able to apply this to a range of business and organisational contexts recognising the impact on HR strategy and practice.
2. Critically examine the core areas of HR practice including organisational behaviour, resourcing, employee relations, learning & development, reward, diversity management, change management and leadership development from an operational and strategic level and from an international perspective with a view to improving strategic organisational performance.
3. Be able to critically evaluate the development of the HR Profession & its contribution and value within the organisation and wider social & economic contexts. Be able to demonstrate an in-depth appreciation of professional standards, ethos and values of the HR profession.
4. Demonstrate a critical appreciation of HR theory and models and their application in contemporary contexts.

### 3.2 RESEARCH LITERACY

5. Design and undertake substantial investigations to address significant areas of HR practice. Select appropriate advanced methodological approaches and critically evaluate their effectiveness.
6. Demonstrate an appreciation for alternative approaches to investigate a relevant organisational issue including collecting and synthesising data, critically evaluating problems and generating recommendations to deliver relevant outputs that will inform HRM decision making at a strategic level.
7. Independently identify and evaluate improvements to performance drawing on innovative or sectorial best practice.

### 3.3 CRITICAL SELF-AWARENESS AND PERSONAL LITERACY

8. Select and use appropriate advanced methodological approaches, and analytical and research tools, being prepared to adapt and modify such tools when necessary. (also 3.2 Research literacy)
9. Self-evaluate personal & professional development against the values & ethos of the profession (also Academic Literacy)
10. Develop a range of professional and business managerial skills including communication, negotiation, finance, IT and organisational skills.
11. Engage in personal and professional planning and demonstrate skills of a reflective practitioner

### 3.4 DIGITAL AND INFORMATION LITERACY

12. Deploy the functional skills and practices necessary to become a confident agile adopter of a range of technologies for personal, academic and professional use: using appropriate technology to search for high-quality information; critically evaluating and engaging with the information obtained; reflecting on and recording learning, and professional and personal development; and engaging productively in relevant online communities.
13. Analyse and evaluate data from a range of sources recognising issues such as bias and subjectivity, factoring in such considerations where appropriate in a manner that is transparent to an interested third party.
14. Evaluate the impact of ICT on HR practice (including HRIS, data security, social media, and learning communities)

### 3.5 ACTIVE CITIZENSHIP

15. Operate in complex and unpredictable/ specialised environments, while retaining an overview of ethical leadership governing good practice.
16. Appreciate the influence of global perspectives on management of HR practices; critically evaluating Western perspectives of HRM

## SECTION 4: CURRICULUM CONTENT & STRUCTURE

### 4.1 PROGRAMME STRUCTURE AND REQUIREMENTS:

Code	Module Title	Credits	Level	Status	Coursework: Exam ratio
BMGT-7046	Developing Skills for Business Leadership	10	7	Compulsory	100% CW
HRMA-7006	Dissertation	50	7	Compulsory	100% CW
HRMA-7022	Human Resources Management in Context	20	7	Compulsory	100% Written Exam
HRMA-7023	Managing Employment Relations	20	7	Compulsory	100% CW
HRMA-7031	Resourcing, Talent & Performance Management	20	7	Compulsory	100% CW
HRMA-7038	Researching Organisations	10	7	Compulsory	100% CW
HRMA-7041	Organisational Design & Organisational Development	20	7	Compulsory	100% CW
HRMA-7044	Leading, Managing & Developing People	20	7	Compulsory	20% CW 80% Written Exam
HRMA-7047	Comparative HRM	10	7	Compulsory	100% CW
BMGT-7011	International Business in Practice: Study Trip	0	7	Optional	100% CW
BMGT-7036	Independent study	20	7	Optional	100% CW
HRMA-7033	Human Resource Management in Practice	0	7	Optional	100% CW
INSE-4001	Academic English for Postgraduate Studies	0	4	Optional	100% CW
INSE-4002	Academic English for Postgraduate Research	0	4	Optional	100% CW

### 4.2 PROGRESSION AND AWARD REQUIREMENTS

The award of PG Certificate is available following successful completion of any 60 level 7 credits. It must be noted that PG Certificate HRM is an Oxford Brookes University award only

The award of PG Diploma is available following successful completion of any 120 Level 7 credits. CIPD accreditation against the CIPD Advanced Diploma may be gained dependent on the specific modules passed.

### 4.3 PROFESSIONAL REQUIREMENTS

This programme is accredited against the CIPD Advanced Diploma qualification and incorporates the following CIPD Modules:-

HRM in Context (Code 7HRC)  
 Leading, Managing and Developing People (Code 7LMP)  
 Developing Skills for Business Leadership (Code 7SBL)  
 Investigating a Business Issue (Code 7IBI)  
 Managing Employment Relations (Code 7MER)  
 Organisational Design and Organisational Development (Core7ODD)  
 Resourcing & Talent Management (7RTM)

## SECTION 5: TEACHING AND ASSESSMENT

### 5.1 Teaching, Learning and Assessment

The programme incorporates a range of different learning approaches, including lectures, seminars and workshop activities. A number of skills workshops are facilitated to provide experiential learning opportunities. Students have opportunities to learn through individual and group-working activities and through case studies as well as presentations. External speakers are also invited to provide contemporary expertise and experience. The teaching also draws from the research, scholarship and practitioner experience of the staff.

The learning experience is also enhanced by the use of an on-line virtual learning which enables the students to access a rich array of resources but also provides forums for virtual team-working and collaboration.

Students are supported further with additional academic English support during the programme if this seems to be appropriate.

#### Hours of Study

Each module is worth a number of credits (the programme is worth 190 Level 7 credits). The amount of time each student will take to achieve the learning outcomes for a module will vary according to the needs and ability of the individual. However, the modules are designed so that each credit equates to approximately 10 hours of learning. Therefore a module worth 20 credits is expected to require 200 hours of learning. Some of these hours will be through class contact time and others will be through independent study. The tuition hours in the table below are for guidance only.

#### Tuition Hours

Module	Module Credits	Taught Hours (including on-line facilitation and skills workshops)	Self-Managed Study Hours inc. Pre-reading
Human Resources Management in Context	20	42	158
Leading, Managing & Developing People	20	39	161
Resourcing, Talent & Performance Management	20	42	158
Developing Skills for Business Leadership	10	30	70
Organisational Design and Organisational Development	20	36	164
Managing Employment Relations	20	42	158
Comparative HRM	10	30	70
Researching Organisations	10	24	76
Dissertation	50	18	482
<b>Total</b>	<b>180</b>	<b>303</b>	<b>1497</b>

**Total hours of study: 1,800**

#### Brookes Attributes

The Brookes Attributes are addressed through the teaching and assessment across all the Modules.

The development of **Academic Literacy** is embedded within the subject area of the degree and focuses on the learning synthesis of the theories and critique of organisational practices. The underpinning knowledge base for HRM is multi-disciplinary drawing on psychology, sociological, legal and economics discourses and the programme enables the student to draw from this broad range of academic disciplines.

**Research Literacy** underpins every module as students evaluate the robustness and credibility of the research and evidence base but it is also explicitly addressed in the Researching Organisations module and within the capstone of the Dissertation enabling these research skills to be exercised.

Given the vocational nature of the HR Profession, **Critical Self-awareness and Personal Literacy** is a central focus for the programme. There is a strong focus throughout the programme on developing the skills of a Reflective Practitioner. This is enhanced through the reflective practice aligned with each skills workshop as well as embedded within the Developing Skills for Business Leadership module.

**Digital and Information Literacy** is also developed throughout the programme. Students develop core skills in being able to identify and evaluate key digital-based resources as well as develop some technological skills in the communication and presentation of information.

**Active Citizenship** is also embedded in the programme. The role, contribution and impact of HR are critically examined throughout the programme. The nature of the HR profession incorporates debates about ethical perspectives and incorporates a range of stakeholder perspectives. Students demonstrate inter-cultural communications skills through multi-cultural team working.

The Dissertation allows students to undertake a self-managed process of systematic enquiry within the domain of their Masters programme

## 5.2. Assessment regulations

The programme conforms to the University's Academic Regulations; section B4 **Specific Academic Regulations for Postgraduate Taught Programmes**

<http://www.brookes.ac.uk/Regulations/Current/Specific/B4/>

The Programme also embeds the principles and practices within the **Brookes Assessment Compact**. Assessments are carefully designed to contribute to formative developmental feedback and can incorporate peer feedback as well. All module guides include specific assessment criteria which are clearly communicated and an assessment calendar is also produced.

<https://www.brookes.ac.uk/ocslid/consultancy/consultancy-areas/>

## Assignments and Examinations

The table below shows the examinations and assignments within the programme:

Module Title	Assessment
Human Resources Management in Context	100% Examination; Pass/refer skills assessment
Leading, Managing & Developing People	80% Examination 20% Coursework Pass/refer skills assessment
Resourcing, Talent & Performance Management	Evaluative report ; 70% On-line discussion forums: 15% HRIS Skills Assessment 15% Pass/refer skills assessment
Developing Skills for Business Leadership	100% coursework
Managing Employment Relations	Individual assignments contexts; 80% Negotiation; 20% Reflective statement.
Organisational Theory, Design and Development	80% assignment; 20% groupwork
Comparative HRM	80% Course work; 20% groupwork; Pass/refer skills assessment
Researching Organisations	100% Coursework:
Dissertation	100% Coursework

## SECTION 6: ADMISSION TO THE PROGRAMME

### 6.1 ENTRY REQUIREMENTS

A minimum of a second class honours degree (2:2) in any academic discipline, or equivalent overseas degree from a recognised institution or equivalent professional or other qualification.

Applicants who possess a diploma rather than a good degree may be eligible for entry provided they have compensatory work experience and can demonstrate career development.

This course attracts students from a wide range of backgrounds and nationalities. Applications are welcome from those in work and seeking continuing professional development.

Entry will also be subject to two satisfactory references (one of these must be an academic reference).

Please also see the university's [general entry requirements](#).

English language requirements

If English is not your first language you will need to satisfy the university's English language requirements:

- IELTS minimum level 6.0 (with a minimum of 6.0 in reading and writing and 5.5 in listening and speaking) or equivalent
- If you have completed your undergraduate degree in the UK (at least one full year of study) you will automatically meet our English language requirements

Please also see the university's [standard English language requirements](#) .

### 6.2 DBS AND OTHER PRE-COURSE CHECKS REQUIRED

Not applicable.

## SECTION 7: PREPARATION FOR EMPLOYMENT

### **Careers Centre support**

The University Careers Service offers guidance on career planning as well as practical advice on CV writing, mock interviews and assessment centres, tutorials and careers counselling. Its online vacancies database Talent Bank details internship and graduate job opportunities plus volunteering and project work.

Students in the Faculty of Business can benefit from the services of the Work and Voluntary Experience Service (WAVES), which also supports students in identifying volunteering or internship opportunities.

Most graduates of the Programme seek employment in the Human Resource profession as HR Practitioners. Some will pursue general managerial careers. Many will progress with professional membership levels of the CIPD. Some may take a more specialist route within the HR field such as a Reward and Benefits specialist or Learning & Development / Organisational Development and some have pursued more generalist routes. After graduating, students have joined international organisations such as British Airways, NHS or Not-for-Profits such as Oxfam working from the UK or overseas. Some students have continued with an academic career by studying for a PhD.

This MSc Programme has been professionally accredited by the Chartered Institute of Personnel & Development (CIPD) meeting the professional knowledge standards. Students are also enrolled as members of the CIPD and are networked into the local branch and networking events some of which are held at Oxford Brookes University which offers the opportunities to hear from leading speakers and to network with local HR leaders & practitioners.

Visiting speakers with relevant organisational expertise from a range of organisations are involved in the programme delivery to augment academic teaching and skills workshops. These include HR Directors who help facilitate some of the skills workshops which are run throughout the Programme. The programme teaching team who are Fellows of the CIPD and so bring a wealth of experience to their teaching.