



**1. Programme title(s):**

MSc/Postgraduate Diploma\*/Postgraduate Certificate\* in Human Resource Management and Training

\*Approved as exit awards only

**2. Awarding body or institution:**

University of Leicester

**3. a) Mode of study:**

Full-time

**b) Type of study:**

Campus-based

**4. Registration periods:**

The normal period of registration for the MSc in Human Resource Management and Training is 12 months

The maximum period of registration for the MSc in Human Resource Management and Training is 24 months

**5. Typical entry requirements:**

As with our existing provision, the entry requirements for this MSc course will be in line with our existing regulations which state that: To be registered for a taught postgraduate programme, a candidate shall hold a degree with first or second class honours in a relevant field, or a higher degree of a University of the United Kingdom or of the Council for National Academic Awards, or an approved professional qualification, coupled with three or more years suitable professional experience.

**6. Accreditation of Prior Learning:**

Not applicable

**7. Programme aims:**

The programme aims to meet the learning and professional development needs of students seeking to pursue careers in human resource management and/or training. Students will acquire the latest academic and professional knowledge in the areas of employee development, workplace learning, human resource management, and organisational performance and skills. Specifically, the aims of the course are as follows:

**For the PGCert:**

- 1 To ensure that students can analyse and critique theories of human resource management within the context of the employment relationship.
- 2 To ensure that students can analyse and critique theories of workplace learning and the ways in which they can be applied to employee development.

**For the PGDip (in addition to the above):**

3. To provide students with opportunities to develop a variety of transferrable skills relevant to the needs of a range of employers including written and oral communication skills, critical analysis, appraisal of evidence, time management and problem-solving.
4. To ensure that students can *EITHER* analyse and critique 'high performance work practices', and evaluate the extent to which they may contribute to enhancing performance both at an individual and organisational level *OR* analyse and critique theories and concepts from two of the following areas: Managing Diversity; Corporate Governance; Knowledge Management; International Human Resource Management and Comparative Industrial Relations.

**For the MSc (in addition to the above):**

5. To equip students with the necessary skills to undertake independent research work in the broad area of human resource management and training, as evidenced in the successful production of a dissertation.

**8. Reference points used to inform the programme specification:**

- CIPD accreditation criteria
- QAA Framework for Higher Education Qualifications
- QAA Benchmarking Statement for Business and Management:  
<http://www.qaa.ac.uk/en/Publications/Documents/Subject-benchmark-statement-General-business-and-management.pdf>
- University of Leicester Learning & Teaching Strategy:  
<http://www2.le.ac.uk/offices/sas2/quality/learnteach>
- University of Leicester Periodic Development Review Report (June 2009)
- [University of Leicester Discovery Led and Discovery Enabling Learning Strategy 2016-2020](#)
- University of Leicester Periodic Developmental Review Report
- External Examiners' reports (annual)
- Student Feedback

## 9. Programme Outcomes:

Unless otherwise stated, programme outcomes apply to all awards specified in 1. Programme title(s).

| Intended Learning Outcomes   | Teaching and Learning Methods  | How Demonstrated?   |
|--|--|---|
| <i>(a) Discipline specific knowledge and competencies</i>  |  |   |
| <b>Knowledge</b>   |  |   |
| <p><b>Certificate</b><br/>           Graduates should possess a sound knowledge of the evidence base and theoretical perspectives underpinning contemporary research on i) human resource management (HRM) within the context of the employment relationship; and ii) workplace learning and its application to employee development.</p> <p><b>Diploma</b><br/>           In addition to the above, graduates should possess a sound knowledge of the theories and evidence bases underpinning contemporary approaches to either: implementing improvements in organisational performance OR two of the following areas: diversity management, corporate governance, comparative industrial relations, international human resource management, knowledge management</p> <p><b>Masters</b><br/>           In addition to the above students should possess advanced knowledge of the quantitative and qualitative methods and methodologies used to research human resource management and training</p> | <p><b>Certificate</b><br/>           Lectures, seminars, directed reading, self-directed private-study, assignment feedback: formative and summative.</p> <p><b>Diploma</b><br/>           As above</p> <p><b>Masters</b><br/>           In addition to the above: the dissertation supervision process (through group workshops and 1-to1 supervision), independent research,</p> | <p><b>Certificate</b><br/>           Essay assignments (formative and summative), examinations</p> <p><b>Diploma</b><br/>           As above</p> <p><b>Masters</b><br/>           In addition to the above: research proposal, dissertation</p> |

| <b>Intended Learning Outcomes</b> | <b>Teaching and Learning Methods</b> | <b>How Demonstrated?</b> |
|-----------------------------------|--------------------------------------|--------------------------|
| <b>Concepts</b>                   |                                      |                          |

|  |  |  |
|--|--|--|
| <p><b>Certificate</b><br/> Graduates should be able to explain and critique core HRM concepts such as: organisational culture, the employment relationship, strategic HRM, industrial relations; Graduates should also be able to explain and critique core Training concepts such as: the learning organisation, learning as participation, workplace learning and formal and informal learning</p>   | <p><b>Certificate</b><br/> Lectures, seminars, directed reading, self-directed private-study, assignment feedback: formative and summative</p> | <p><b>Certificate</b><br/> Essay assignments (formative and summative), examinations</p> |
| <p><b>Diploma</b><br/> In addition to the above, graduates should be able to explain and critique core concepts in EITHER the field of Organisational Performance (such as high performance work practices, technical relations of production, competitive advantage); OR from two of the following fields: Diversity Management (including concepts such as equality, prejudice, exclusion, discrimination); Corporate Governance (including concepts such as board structure, governance codes, corporate social responsibility); Comparative Industrial Relations (including concepts such as collective bargaining, worker participation, international labour standards, works councils, social dialogue); International HRM (including how HRM is influenced by concepts such as globalization, hybridization, national culture, national and international institutions); Knowledge Management (including how concepts such as knowledge creation, sharing and diffusion, social networks</p> | <p><b>Diploma</b><br/> As above</p>  | <p><b>Diploma</b><br/> As above</p>  |

| Intended Learning Outcomes   | Teaching and Learning Methods  | How Demonstrated?   |
|--|--|---|
| <p>influence knowledge management)</p> <p><b>Masters</b><br/>           In addition to both of the above graduates should be able to explain and critique core concepts used in quantitative and qualitative methods and methodologies in the social sciences. This includes differentiating between positivism, post-positivism and interpretivism; discussing the differences between probability and non-probability sampling; discussing the differences between parametric and non-parametric statistical tests, demonstrating in-depth knowledge of grounded theory and saturation point analysis.</p> | <p><b>Masters</b><br/>           In addition to the above: the dissertation supervision process (through group workshops and 1-to-1 supervision), independent research</p> | <p><b>Masters</b><br/>           In addition to the above the research proposal, dissertation</p> |

| Intended Learning Outcomes   | Teaching and Learning Methods   | How Demonstrated?  |
|--|---|--|
| <b>Techniques</b>  |   |  |
| <p><b>Certificate and Diploma</b><br/>Be able to demonstrate knowledge of key theories and concepts; be able to select relevant material from academic readings and demonstrate familiarity with the conventions of academic writing and associated bibliographic techniques.</p> <p><b>Masters</b><br/>In addition to the above, graduates should be able to demonstrate mastery of a range of methodological tools used to investigate topics in human resource management and training (including, interviews, questionnaires, focus groups, documentary analysis, case studies. Graduates should be able to differentiate the conditions when either qualitative or quantitative data analysis should be used and/or be able to identify the conditions under which it is appropriate to combine different techniques.</p> | <p><b>Certificate and Diploma</b><br/>Assignment feedback: formative and summative; directed reading, self-directed private-study, seminars</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group workshops and 1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal (delivered in module 4)</p> | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal, dissertation</p> |
| <b>Critical analysis</b>   |   |  |
| <p><b>Certificate, Diploma, Masters</b><br/>Analyse and critique a broad range of HRM and Training concepts and social science research techniques.</p>  | <p><b>Certificate and Diploma</b><br/>Lectures, seminars, assignment feedback: formative and summative; directed reading, self-directed private-study, seminars</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group workshops and 1-to-1), independent research</p>   | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal, dissertation</p> |

| Intended Learning Outcomes  | Teaching and Learning Methods  | How Demonstrated?  |
|---|--|--|
| <b>Presentation</b>   |  |  |
| <p><b>Certificate and Diploma</b><br/>To differentiate between relevant and non-relevant material; to write up and deliver written work to a professional standard</p> <p><b>Masters</b><br/>In addition to the above, to arrange research material in a manner appropriate to the medium that is to be assessed (i.e. research proposal or dissertation)</p> | <p><b>Certificate and Diploma</b><br/>Assignment feedback: formative and summative; directed reading, self-directed private-study, seminars</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group workshops and 1-to-1), independent research</p>            | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal, dissertation</p> |
| <b>Appraisal of evidence</b>  |  |  |
| <p><b>Certificate and Diploma</b><br/>To assess the relevance and quality of a range of primary sources and secondary literature. To analyse a variety of complex HRM and Training issues.</p> <p><b>Masters</b><br/>In addition to the above, demonstrate an independent level of inquiry at an advanced level</p>   | <p><b>Certificate and Diploma</b><br/>Lectures, seminars, assignment feedback: formative and summative; directed reading, self-directed private-study.</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group workshops and 1-to-1), independent research</p> | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal, dissertation</p> |

| Intended Learning Outcomes   | Teaching and Learning Methods  | How Demonstrated?   |
|--|--|---|
| <i>(b) Transferable skills</i>   |  |   |
| <b>Research skills</b>   |  |   |
| <p><b>Certificate and Diploma</b><br/>To locate, select and organise relevant evidence for essays; to construct logical, focused and clearly written essays.</p> <p><b>Masters</b><br/>In addition to the above, to construct research projects based on focused research questions, conduct significant background research and literature surveys, collect and analyse data which is relevant to research questions, report on findings, critiquing the data from competing viewpoints, construct a critical argument at an advanced level</p> | <p><b>Certificate and Diploma</b><br/>Seminars, assignment feedback: formative and summative; directed reading, self-directed private-study.</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group workshops and 1-to-1), independent research</p> | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal, dissertation</p>  |
| <b>Communication skills</b>  |  |   |
| <p><b>Certificate and Diploma</b><br/>Critically discuss relevant information in an essay format in response to written questions; write with clarity and precision; prepare short oral presentations in small groups and respond to questioning</p> <p><b>Masters</b><br/>In addition to the above, construct a dissertation that is logically structured and written with clarity and precision.</p>   | <p><b>Certificate and Diploma</b><br/>Assignment feedback: formative and summative; self-directed private study; seminars</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research</p>                              | <p><b>Certificate and Diploma</b><br/>Written skills to be assessed using essay assignments and examinations. Oral skills to be assessed using formative assessment based on informal qualitative feedback on content and performance from teacher and peers in small group seminars</p> <p><b>Masters</b><br/>In addition to the above the research proposal, dissertation</p> |

| Intended Learning Outcomes   | Teaching and Learning Methods  | How Demonstrated?   |
|--|--|---|
| <b>Data presentation</b>   |  |   |
| <p><b>Certificate and Diploma</b><br/>To synthesise secondary research data into coherent and sustained written arguments</p> <p><b>Masters</b><br/>To arrange primary research data into graphical and statistical summaries where relevant</p>   | <p><b>Certificate and Diploma</b><br/>Assignment feedback: formative and summative; self-directed private study</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal (module 4)</p>   | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal and dissertation</p> |
| <b>Information technology</b>  |  |   |
| <p><b>Certificate and Diploma</b><br/>To retrieve and present information using appropriate information technology, for example bibliographic software and subject specific databases.</p> <p><b>Masters</b><br/>In addition to the above to operate, if necessary, data analysis software that is relevant to their dissertation (e.g. SPSS or NVivo)</p> | <p><b>Certificate and Diploma</b><br/>Lectures in the induction module (Foundations of Knowledge) from the Programme Leader and Library Personnel; Blackboard Resources developed by Module Leaders</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group and 1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal (module 4)</p> | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal and dissertation</p> |
| <b>Problem solving</b>   |  |   |
| <p><b>Certificate, Diploma and Masters</b><br/>To analyse, construct and advocate solutions to problems.</p>   | <p><b>Certificate and Diploma</b><br/>Lectures, seminars, assignment feedback: formative and summative; directed reading, self-directed private-study.</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group and 1-to-1),</p>  | <p><b>Certificate and Diploma</b><br/>Essay assignments (formative and summative), examinations</p> <p><b>Masters</b><br/>In addition to the above the research proposal and dissertation</p> |

| Intended Learning Outcomes   | Teaching and Learning Methods  | How Demonstrated?  |
|--|--|--|
| <b>Working relationships</b>   |  |  |
| <p><b>Certificate and Diploma</b><br/>To work collaboratively as part of a team; to contribute and comment on ideas in learning groups.</p> <p><b>Masters</b><br/>To predict how and when to draw on the knowledge and expertise of others</p>   | <p><b>Certificate and Diploma</b><br/>Participation in seminar activities such as the preparation of short presentations which may be prepared in small groups; commenting on the presentations of others</p> <p><b>Masters</b><br/>In addition to the above: the establishment of a working relationship with the dissertation supervisor (or the resolution of any problems through consultation with the Personal Tutor and the Programme Leader)</p> | <p><b>Certificate and Diploma</b><br/>Formative assessment based on informal qualitative feedback on content and performance from teacher and peers in seminars and groups.</p> <p><b>Masters</b><br/>In addition to the above; the dissertation</p> |
| <b>Managing learning</b>   |  |  |
| <p><b>Certificate and Diploma</b><br/>To classify an extensive literature and demonstrate familiarity with subject-relevant debates and concepts. To timetable self-directed study to ensure the completion of assessment tasks and manage the related study work-load.</p> <p><b>Masters</b><br/>In addition to the above: construct a credible research project; construct a feasible research timetable; carry out independent research</p> | <p><b>Certificate and Diploma</b><br/>Lectures in the induction module (Foundations of Knowledge); seminars; self-directed private-study; self-reflection on assignment feedback; formative and summative.</p> <p><b>Masters</b><br/>In addition to the above: the dissertation supervision process (group workshops and 1-to-1),</p>  | <p><b>Certificate and Diploma</b><br/>Essays; examinations</p> <p><b>Masters</b><br/>Research Proposal; Dissertation</p>   |

| Intended Learning Outcomes   | Teaching and Learning Methods   | How Demonstrated?   |
|--|---|---|
| <b>Career management</b>   |   |   |
| <p><b>Certificate and Diploma</b><br/>To analyse personal progress and development; to reflect on strengths, interests, motivation and skills; to recognize achievements; to reflect on international relevance of the of the modules for future employment</p> <p><b>Masters</b><br/>In addition to the above: if appropriate, to research an area which may be relevant to the student' career preferences</p> | <p><b>Certificate and Diploma</b><br/>Personal tutor system, self-reflection on assignment feedback, lectures in the induction module by career services professionals</p> <p><b>Masters</b><br/>In addition to the above; the dissertation supervision process</p> | <p><b>Certificate and Diploma</b><br/>Formative assessment based on informal qualitative feedback from personal tutor, formative assessment from career services professionals</p> <p><b>Masters</b><br/>Dissertation</p> |

#### 10. Special features

The programme is subject to CIPD accredited requirements.

#### 11. Indicators of programme quality

The programme is accredited by the CIPD and subject to university regulations on external examination.

#### 12. Scheme of Assessment:

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

#### 13. Progression points

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

In cases where a student has failed to meet a requirement to progress he or she will be required to withdraw from the course and a recommendation will be made to the Board of Examiners for an intermediate award where appropriate.

#### 14. Rules relating to re-sits or re-submissions:

As defined in [Senate Regulation 6](#): Regulations governing taught postgraduate programmes of study.

#### 15. External Examiners reports

The details of the External Examiner(s) for this programme can be found [here](#).

#### 16. Additional features (e.g. timetable for admissions)

Not applicable

### Appendix 1: Programme structure (programme regulations)

| <b>Module code</b> | <b>Module title</b>                                     | <b>Semester</b> | <b>Credits</b> |
|--------------------|---|-----------------|----------------|
| MN7366             | Academic Practice                                       | 1               | 0              |
| MN7367             | Human Resource Management in a Business Context         | 1               | 30             |
| MN7368             | Employee Development & Workplace Learning               | 1               | 30             |
| MN7370             | Personal and Research Skills for HR Practitioners       | 2               | 30             |
|                    | <b>Option Modules</b>                                   |                 |                |
|                    | EITHER  |                 |                |
| MN7369             | Implementing Improvements in Organisational Performance | 2               | 30             |
|                    | OR TWO of the following                                 |                 |                |
| MN7374             | International Human Resource Management                 | 2               | 15             |
| MN7362             | Employment Relations in a Global Context                | 2               | 15             |
| MN7306             | Managing Diversity                                      | 2               | 15             |
| MN7371             | HRMT Dissertation                                       | T3              | 60             |

### Appendix 2: Module specifications

See module specification database <http://www.le.ac.uk/sas/courses/documentation>