

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

Part Time

b) Type of study

Distance Learning

4. Registration periods:

The normal period of registration is 24 months

The maximum period of registration is 48 months

5. Typical entry requirements:

Entrance is open to those who hold a first or second-class honours degree in a relevant field. For non-standard entry 3 years or more suitable professional experience is required plus a statement of 500-1000 words outlining reasons for application to study on the MSc HRMT.

When English is not the first language of the candidate, the successful applicant must have either IELTS 6.5 (7.0 in writing preferred), TOEFL (paper) 575 with TWE 4.0, 90 (IBT), or the University of Leicester English Language Test.

6. Accreditation of Prior Learning:

APL can be claimed for one 30 credit module

7. Programme aims:

The programme aims to meet the learning and professional development needs of human resource (HR) and training practitioners. Students will acquire the latest academic and professional knowledge in the areas of employee development, workplace learning and human resources. There is also an option at Module 3 to enhance this knowledge in the global or national comparative context, or to focus on organisational performance and skills.

A key aim of this course is to develop the 'academically-informed' practitioner-researcher. In particular, this Masters degree places human resource management and training within their national and international context; to study the ways in which employee and organisational development are closely related to human resource topics such as recruitment, performance appraisal, teamwork and motivation; to equip students with the professional knowledge and skills relevant to the management of human resources and training. As part of this, the course equips students with the necessary skills to undertake research work in the broad area of human resources.

8. Reference points used to inform the programme specification:

- 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)
- External Examiners' reports
- Feedback from existing students
- Feedback from the Marketing Communications Office
- Feedback from external sources –; our agents based in the different countries to ensure that the proposed courses will suit and meet national trends and needs; key employers, e.g. the British Army; UK Chartered Institute of Personnel and Development (CIPD).

9. Programme Outcomes:

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
Knowledge		
<p>Certificate 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>Diploma 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 one of the following areas: The changing nature of skills, production, performance and competitiveness, Comparing national systems of VET, The Global context of HRD and HRM.</p>	<p>Certificate Distance learning course materials. Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars (at teaching events) Blackboard discussion boards Independent research</p> <p>Diploma In addition to the above: Research Methods Module</p>	<p>Certificate Module assignments</p> <p>Diploma In addition to the above: Also including Research Methods module assignment.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Masters 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>Masters In addition to the above the dissertation supervision process.</p>	<p>Masters In addition to the above: Dissertation</p>
Concepts		
<p>Certificate 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>Diploma In addition to the above, graduates should be able to explain and critique core concepts used in Research Methods (including quantitative and qualitative methods and methodologies, positivism, post-positivism and interpretivism; different forms of sampling; qualitative and quantitative analysis techniques), AND ONE of the following fields: The Organisation of Work and Organisational Performance (such as high performance work practices, technical relations of production, competitive advantage); The Global Context of HRD and HRM (including how HRM is influenced by concepts such as globalization, national culture, national</p>	<p>Certificate Distance learning course materials Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars (at teaching events) Blackboard discussion boards Independent research</p> <p>Diploma In addition to the above: Research Methods Module</p>	<p>Certificate Module assignments</p> <p>Diploma In addition to the above: Also including Research Methods module assignment.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>and international institutions); The Changing Nature of Skills, Production Performance and Competitiveness (including human and social capital theories, internal labour market theory and strategic HRM)</p> <p>Masters In addition to both of the above graduates should be able to explain and critique the application of research methods concepts to a practical research project.</p>	<p>Masters In addition to the above: The dissertation supervision process.</p>	<p>Masters In addition to the above: The Dissertation.</p>
Techniques		
<p>Certificate Critique and analyse academic reading, research and writing methods, and explain which methods are most appropriate.</p> <p>Diploma As above.</p> <p>Masters In addition to the above students should possess</p>	<p>Certificate Distance learning course materials First 4 weeks of course focuses on the Academic Writing Skills module, building study skills and academic writing. This includes how to undertake the reading/research and information handling necessary for academic writing Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars/workshops (at teaching events) such as the assignment writing and avoiding plagiarism workshop Blackboard discussion boards Online learning tools/resources via Blackboard (e.g. new online 'how to write your assignment' tool to launch in November 2010; critical writing skills tutorial; plagiarism tutorial)</p> <p>Diploma In addition to the above: Research Methods Module</p> <p>Masters In addition to the above: Dissertation supervision process</p>	<p>Certificate Academic Writing Skills Portfolio of exercises. Module assignments.</p> <p>Diploma In addition to the above: Also including Research Methods module assignment.</p> <p>Masters In addition to the above: The Dissertation.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
advanced knowledge of the quantitative and qualitative methods and methodologies used to research human resource management and training		
Critical analysis		
<p>Certificate, Diploma, Masters Analyse and apply understanding of concepts and techniques with independence, rigour and self reflexivity and to draw appropriate conclusions</p>	<p>Certificate and Diploma Regular review exercises built into course materials Assignment preparation & feedback Tutorials (face-to-face at teaching events, via telephone, via Skype) Self-reflection on assignment submission (as a part of assignment cover sheet)</p> <p>Masters In addition to the above: The dissertation process and independent research</p>	<p>Certificate and Diploma Academic Writing Skills Portfolio of exercises Module assignments</p> <p>Masters In addition to the above: Dissertation</p>
Presentation		
<p>Certificate and Diploma To differentiate between relevant and non-relevant material; to write up and deliver written work to a professional standard</p> <p>Masters 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>Certificate and Diploma Distance learning course materials Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars (at teaching events) Blackboard discussion boards</p> <p>Masters In addition to the above: Dissertation supervision and independent research.</p>	<p>Certificate and Diploma Academic Writing Skills Portfolio of exercises Module assignments</p> <p>Masters In addition to the above: Dissertation</p>
Appraisal of evidence		
<p>Certificate and Diploma 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>Certificate and Diploma Distance learning course materials Regular review exercises built into course materials Tutorials (face-to-face at teaching events, via telephone, via Skype)</p>	<p>Certificate and Diploma Academic Writing Skills Portfolio of exercises. Module assignments</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Masters In addition to the above, demonstrate an independent level of inquiry at an advanced level</p>	<p>Seminars (at teaching events) Blackboard discussion boards Experience of writing assignments - develop ability to build and put forward an argument based on analysis of evidence (e.g. academic debates, learning materials, practice knowledge)</p> <p>Masters In addition to the above: Dissertation supervision process</p>	<p>Masters In addition to the above: Dissertation</p>
Research skills		
<p>Certificate Locate, organise and marshal evidence, report on findings</p> <p>Diploma In addition to the above:</p>	<p>Certificate This is progressively developed through modes of assessed and formative work including: Distance learning course materials First 4 weeks of course focuses on the Academic Writing Skills module, building study skills and academic writing. Experience of writing the assignments and receiving summative and formative feedback Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars/workshops (at teaching events) such as the assignment writing and avoiding plagiarism workshop Blackboard discussion boards Online learning tools/resources via Blackboard (e.g. new online 'how to write your assignment' tool to launch in November 2010; critical writing skills tutorial; plagiarism tutorial)</p> <p>Diploma In addition to the above:</p>	<p>Certificate Academic Writing Skills Portfolio of exercises Module assignments</p> <p>Diploma In addition to the above: Research methods assignment.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Analyse complex ideas and construct sophisticated critical arguments</p> <p>Masters 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>Research Methods Module – incorporates research preparation, philosophy and techniques</p> <p>Masters In addition to the above: Dissertation supervision process Experience of writing the dissertation</p>	<p>Masters In addition to the above: Dissertation</p>
Communication skills		
<p>Certificate Discuss and present arguments showing ability to communicate ideas effectively, writing using the appropriate academic convention for the discipline</p> <p>Diploma Critically discuss and present arguments showing a sound level of analysis, to communicate ideas effectively, writing using the appropriate academic convention for the discipline</p>	<p>Certificate Study of Academic Writing Skills module Experience of writing the assignments and receiving summative and formative feedback Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars/workshops (at teaching events) such as the assignment writing and avoiding plagiarism workshop Blackboard discussion boards Online learning tools/resources via Blackboard (e.g. new online 'how to write your assignment' tool to launch in November 2010; critical writing skills tutorial; plagiarism tutorial)</p> <p>Diploma In addition to the above: Research Methods Module – includes discussion of presentation conventions and expectations</p>	<p>Certificate Academic Writing Skills Portfolio of exercises Module assignments</p> <p>Diploma In addition to the above: Research methods assignment.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>Masters In addition to the above, construct a dissertation that is logically structured and written with clarity and precision.</p>	<p>Masters In addition to the above: Dissertation supervision process Experience of writing the dissertation and receiving feedback</p>	<p>Masters In addition to the above: Dissertation</p>
Data presentation		
<p>Masters Present research clearly and effectively using appropriate IT resources</p>	<p>Masters Research Methods Module Independent research Dissertation supervision process Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars/workshops (at teaching events) with several dissertation and research-focused workshops</p>	<p>Masters Dissertation</p>
Information technology		
<p>Certificate and Diploma Present assignments in line with course regulations using appropriate IT resources</p> <p>Masters As above: Present assignments in line with course regulations using appropriate IT resources .</p>	<p>Certificate and Diploma Ability to present assignments and dissertation in line with course regulations using appropriate IT resources</p> <p>Masters In addition to the above: Dissertation supervision process Experience of writing the dissertation and receiving feedback</p>	<p>Certificate and Diploma Module assignments</p> <p>Masters In addition to the above: Data preparation in dissertation Dissertation write up</p>
Problem solving		
<p>Certificate, Diploma and Masters. Critique and assess concepts to theory and practice and draw appropriate conclusions</p>	<p>Certificate and Diploma Ability to apply concepts to theory and practice and draw appropriate conclusions.</p> <p>Masters In addition to the above: Dissertation supervision process</p>	<p>Certificate and Diploma Module assignments</p> <p>Masters Data preparation in dissertation Dissertation write up</p>
Working relationships		
<p>Certificate and Diploma To work collaboratively as part of a team; to contribute</p>	<p>Certificate and Diploma</p>	<p>Certificate and Diploma</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>and comment on ideas in learning groups.</p> <p>Masters To predict how and when to draw on the knowledge and expertise of others</p>	<p>Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars/workshops (at teaching events) with several dissertation and research-focused workshops Seminar activities. Use of on-line learning and electronic asynchronous discussions Study groups Blackboard discussion boards</p> <p>Masters In addition to the above: Dissertation supervision</p>	<p>Formative assessment through tutorial contact with academic staff</p> <p>Masters In addition to the above: Formative assessment through collaborative work with dissertation supervisor (M)</p>
Managing learning		
<p>Certificate</p> <p>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>Diploma 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</p>	<p>Certificate</p> <p>Distance learning course materials First 4 weeks of course focuses on the Academic Writing Skills module, building study skills and academic writing. Experience of writing the assignments and receiving summative and formative feedback Self-reflection on assignment submission (as a part of assignment cover sheet) Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars/workshops (at teaching events) such as the various study skills workshops Blackboard discussion boards Online learning tools/resources via Blackboard (e.g. FAQs section on Blackboard)</p> <p>Diploma In addition to the above: Research Methods Module – incorporates research preparation, philosophy and techniques</p>	<p>Certificate</p> <p>Module assignments</p> <p>Diploma In addition to the above: Research methods assignment.</p>

Intended Learning Outcomes	Teaching and Learning Methods	How Demonstrated?
<p>tasks and manage the related study work-load.</p> <p>Masters In addition to the above: Construct a credible research project, drawing up a realistic research timetable, carrying out independent research, reflecting on and writing up results.</p>	<p>Masters In addition to the above: Dissertation supervision process Experience of writing the dissertation</p>	<p>Masters Data preparation in dissertation Dissertation write up</p>
Career management		
<p>Certificate and Diploma Evaluate the relationship between practice and theory, opportunities to critique theory/research and apply theory to practice</p> <p>Masters In addition to the above: Research a topic related to the student's work experience/ practice.</p>	<p>Certificate Distance learning course materials Academic Writing Skills module, includes elements on how to draw on/critique practice and experience. Assignment questions are geared to a critical engagement with theory and practice Tutorials (face-to-face at teaching events, via telephone, via Skype) Seminars/workshops (at teaching events) particularly module-focused workshops which include discussion of theory-practice Blackboard discussion boards Online learning tools/resources via Blackboard (e.g. new online 'how to write your assignment' tool to launch in November 2010; critical writing skills tutorial)</p> <p>Diploma In addition to the above: Research Methods – incorporates research preparation, philosophy and techniques</p> <p>Masters In addition to the above: Dissertation supervision process Experience of writing the dissertation</p>	<p>Certificate and Diploma Module assignment</p> <p>Diploma In addition to the above: Research methods assignment.</p> <p>Masters In addition to the above: Dissertation</p>

10. Special features

N/A

11. Indications of programme quality:

The existing MSc programmes consistently receives excellent feedback from the External Examiners. In particular, the quality of the course materials and of the feedback students receive is always commended. CLMS has strong student support systems, and these are recognised across the University. CLMS has been part of numerous University-wide QAA reviews, and the last departmental QAA was in 2004.

The CLMS Masters programmes are well established and based on extensive experience of teaching at postgraduate level via distance learning, with approximately 5000 MSc graduates to date. The MSc in Human Resource Management and Training currently has over 200 active students and is the most popular programme. The course will be our forward for CIPD course accreditation in 2012/2013. The process will involve curriculum change and changes in assessment (e.g. introduction of examinations), so this is a longer-term focus for the programme.

The MSc in Human Resource Management and Training is particularly popular with the armed forces (UK and international). Indeed, we have a special agreement with the British Royal Air Force, which sends a set number of students on the performance course per year and regularly feeds back that it is not just the topic but the quality of the course and the support we provide that makes this an attractive option for the RAF. This updated version of the course will be of great interest to this group.

12. Scheme of Assessment

Senate Regulation 6: Regulations governing taught postgraduate programmes of study applies.

13. Progression points

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.

There is a progression point at the Module 4 research Methods assignments stage. Students who are not awarded a Pass on the Module 4 research methods assignment will not be allowed to progress onto the dissertation for the award of MSc. Students are not allowed to carry a fail of 30 credits on their Module 4 Research Methods assignment. The pedagogic rationale as to why passing Module 4 is a pre-requisite of the dissertation is that students need to demonstrate that they have gained the required skills to carry out research at Masters level.

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

See 12 above.

15. Additional information [e.g. timetable for admissions]

February, June and October.

16. External Examiners:

The details of the External Examiner(s) for this programme and the most recent External Examiners' reports can be found [here](#).

Appendix 1: Programme structure (programme regulations)

Module 1	LM7500 Employee Development and Workplace Learning	30 credits
Module 2	LM7505 Managing Human Resources	30 credits
Module 3	Options – choose 1 from: 1. LM7607 Changing Nature of Skills, Production, Performance and Competitiveness 2. LM7603 Implementing Improvements in Organisational Performance 3. LM7606 The Global Context of Human Resource Development and Human Resource Management	30 credits
Module 4	LM7503 Research Methods	30 credits
	LM7504 Dissertation	60 credits
		Total: 180 credits

Appendix 2: Module Specifications

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