



Programme Specification (Postgraduate)

FOR ENTRY YEAR: 2025/26

Date created: 21/05/2021

Last amended: 21/11/2024

Version no. 1

1. Programme title(s) and code(s):

MSc in Human Resource Management and Training

Postgraduate Diploma in Human Resource Management and Training *

Postgraduate Certificate in Human Resource Management and Training *

Notes

* An award marked with an asterisk is only available as an exit award and is not available for students to register onto.

a) [HECOS Code](#)

HECOS Code	%
100085	100%

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

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

n/a

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, organisational performance, change management and work-related technology. On completion of the programme, the student should be able to:

- i. Systematically and critically apply theoretical perspectives and contemporary approaches to human resource management and training
- ii. Demonstrate detailed knowledge and critical understanding of the principal ideas, concepts, models and practices underpinning Human Resource Management and Training
- iii. Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for academic, practitioner and policy audiences
- iv. Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively
- v. Apply human resource management knowledge of ethical, responsible and sustainable practice in work and employment at local, regional, national and international levels
- vi. Demonstrate knowledge, understanding and practical skills to research contemporary human resource management and training issues in order to inform evidence-based solutions
- vii. Critically evaluate arguments and evidence considering social inequalities and issues of social justice and demonstrate an awareness of diverse standpoints

8. Reference points used to inform the programme specification

- QAA Benchmarking Statement
- Framework for Higher Education Qualifications (FHEQ)
- UK Quality Code for Higher Education
- [University Education Strategy](#)
- [University Assessment Strategy](#) [Login required]
- [University Transferable Skills Framework](#) [login required]
- External Examiners' reports (annual)
- United Nations Education for Sustainable Development Goals

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9. Programme Outcomes

Unless otherwise stated, programme outcomes apply to all awards specified in 1. Programme title(s). To ensure students meet the programme specific learning outcomes the following competences are mapped to the programme learning outcomes as described in 7.

a) Discipline specific knowledge and competencies

i) Knowledge

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>i) Systematically and critically apply theoretical perspectives and contemporary approaches to human resource management and training</p>	<p>Lectures, seminars, presentations, asynchronous discussions, online learning materials, case study activities, directed reading, self-directed private-study, assignment feedback: formative and summative</p>	<p>Seminar activities and discussions, case study work, class debates, brainstorming activities, quizzes/knowledge checks, pre-session work, research seminars (optional)</p>	<p>Essay assignments, Online timed assessment, Individual report, Case study assignment</p>
<p>Masters</p> <p>In addition to the above students should be able to:</p> <p>vi) Demonstrate knowledge, understanding and practical skills to research contemporary human resource management and training issues in order to inform evidence-based solutions</p> <p>v) Apply human resource management knowledge of ethical, responsible and sustainable practice</p>	<p>Lectures, online materials, synchronous seminars and workshops, directed reading, self-directed private study, feedback on the dissertation proposal (formative and summative), 1-to- 1 dissertation supervision, independent research</p>	<p>In addition to the above: practical workshops, the dissertation supervision process (1-to-1), independent research</p>	<p>In addition to the above, the Dissertation proposal and Dissertation</p>

in work and employment at local, regional, national and international levels			
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ii) Concepts

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>ii) Demonstrate detailed knowledge and critical understanding of the principal ideas, concepts, models and practices underpinning Human Resource Management and Training</p>	<p>Lectures, seminars, presentations, asynchronous discussions, online learning materials, case study activities, directed reading, self-directed private-study, assignment feedback: formative and summative</p>	<p>Seminar activities and discussions, case study work, videos, questionnaires, brainstorming, concept mapping, research seminars (optional)</p>	<p>Essay assignments, Online timed assessment, Individual report, Case study assignment</p>
<p>Master</p> <p>In addition to the above, students should be able to:</p> <p>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 various statistical tests, demonstrating in-</p>	<p>Lectures, online materials, synchronous seminars and workshops, directed reading, self-directed private study, feedback on the dissertation proposal (formative and summative), 1-to- 1 dissertation supervision, independent research</p>	<p>In addition to the above: practical workshops, the dissertation supervision process (1-to-1), independent research</p>	<p>In addition to the above, the Dissertation Proposal and Dissertation</p>

depth knowledge of grounded theory and saturation point analysis.			
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iii) Techniques

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>iv) Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively</p>	Assignment feedback: formative and summative, directed reading, self-directed private-study, seminars	Group work, presentations (individual and small group), role play, seminar activities, videos	Academic Practice portfolio assignment (formative), Essay assignments, Online timed assessment, Individual report, Case study assignment
<p>Masters</p> <p>In addition to the above, students should be able to:</p> <p>iii) Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for academic, practitioner and policy audiences</p>	In addition to the above: dissertation supervision process (1-to-1), independent research, lectures and seminars designed to support the preparation of the research proposal, practical workshops	In addition to the above: Apply and practice methodological tools used to investigate topics in human resource management and training (including, interviews, questionnaires, focus groups, documentary analysis, case studies)	In addition to the above, the Dissertation Proposal and the Dissertation

iv) Critical Analysis

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p>	Lectures, seminars, presentations, asynchronous discussions, online learning materials, case study	Seminar activities and discussions, case study work, debates, group	Academic Practice portfolio assignment (formative), Essay assignments, Online timed

i) Systematically and critically apply theoretical perspectives and contemporary approaches to human resource management and training	activities, directed reading, self-directed private-study, assignment feedback: formative and summative	work, problem-based learning, brainstorming	assessment, Individual report, Case study assignment
Masters In addition to the above, students should be able to: v) Apply human resource management knowledge of ethical, responsible and sustainable practice in work and employment at local, regional, national and international levels vii) Critically evaluate arguments and evidence considering social inequalities and issues of social justice and demonstrate an awareness of diverse standpoints	In addition to the above: practical workshops, the dissertation supervision process (1-to-1), independent research	In addition to the above: practical workshops, the dissertation supervision process (1-to-1), independent research	In addition to the above, the Dissertation Proposal and the Dissertation

v) Presentation

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
Certificate and Diploma Students should be able to: iii) Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for academic, practitioner and policy audiences	Assignment feedback: formative and summative, directed reading, self-directed private- study, synchronous seminars	Presentations (individual and group), flipped classroom	Academic Practice portfolio assignment (formative), Essay assignments, Individual report, Case study assignment

Masters As above	In addition to the above: practical workshops, the dissertation supervision process (1-to-1), independent research	In addition to the above: practical workshops, the dissertation supervision process (1-to-1), communicate and arrange independent research in research proposal and dissertation	In addition to the above, the Dissertation Proposal and the Dissertation.
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vi) Appraisal of evidence

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
Certificate and Diploma Students should be able to: iii) Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for academic, practitioner and policy audiences	Lectures, seminars, case studies, assignment feedback: formative and summative, directed reading, self-directed private-study	Group work, seminar activities, class debates and questioning, flipped classroom, problem-based learning, brainstorming	Academic Practice portfolio assignment (formative), Essay assignments, Online timed assessment, Individual report, Case study assignment
Masters In addition to the above, students should be able to: vii) Critically evaluate arguments and evidence considering social inequalities and issues of social justice and demonstrate an awareness of diverse standpoints	In addition to the above: practical workshops, the dissertation supervision process (1-to-1), independent research	In addition to the above: practical workshops, the dissertation supervision process (1-to-1), appraise evidence collected as part of independent research in research proposal and dissertation	In addition to the above, the dissertation

a) Transferable Skills

i) Research Skills

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>iii) Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for academic, practitioner and policy audiences</p>	<p>Lectures, seminars, assignment feedback: formative and summative; directed reading, self-directed private-study</p>	<p>Group work, presentations (individual and small group), role play, seminar activities</p>	<p>Academic Practice portfolio assignment (formative), Essay assignments, Online timed assessment, Individual report, Case study assignment</p>
<p>Masters</p> <p>In addition to the above, students should be able to:</p> <p>vi) Demonstrate knowledge, understanding and practical skills to research contemporary human resource management and training issues in order to inform evidence-based solutions</p>	<p>In addition to the above: practical workshops, the dissertation supervision process (1-to-1), independent research</p>	<p>In addition to the above: practical workshops, the dissertation supervision process (1-to-1), project-based learning in terms of a dissertation, practice of research skills</p>	<p>In addition to the above, the Dissertation Proposal and the Dissertation</p>

ii) Communication skills

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>iii) Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for</p>	<p>Lectures, seminars, assignment feedback: formative and summative; directed reading, self-directed private-study</p>	<p>Group work, presentations (individual and small group), role play, seminar activities, research seminars (optional)</p>	<p>Written skills to be assessed using the Academic Practice portfolio assignment, essay assignments, case study assignment, individual report, and examinations</p> <p>Oral skills to be assessed using formative assessment based on</p>

academic, practitioner and policy audiences			informal qualitative feedback on content and performance from teacher and peers in small group seminars
<p>Masters</p> <p>In addition to the above, students should be able to:</p> <p>vi) Demonstrate knowledge, understanding and practical skills to research contemporary human resource management and training issues in order to inform evidence-based solutions</p> <p>vii) Critically evaluate arguments and evidence considering social inequalities and issues of social justice and demonstrate an awareness of diverse standpoints</p>	In addition to the above: the dissertation supervision process (1-to-1), independent research	In addition to the above: the dissertation supervision process (1-to-1), project-based learning in terms of a dissertation	In addition to the above, the dissertation.

iii) Data Presentation

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>iv) Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively</p>	Lectures, assignment feedback: formative and summative, directed reading, self-directed private-study	Presentations (individual and group), group work, seminar activities, problem-based learning, research seminars (optional)	Academic Practice portfolio assignment (formative), Essay assignments, Online timed assessment, Individual report, Case study assignment

<p>Masters</p> <p>In addition to the above, students should be able to:</p> <p>iii) Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for academic, practitioner and policy audiences</p> <p>vi) Demonstrate knowledge, understanding and practical skills to research contemporary human resource management and training issues in order to inform evidence-based solutions</p>	<p>In addition to the above: dissertation, independent research</p>	<p>In addition to the above: the dissertation supervision process (1-to-1), project-based learning in terms of a dissertation</p>	<p>In addition to the above, the dissertation.</p>
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iv) Information Technology

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>iii) Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively</p>	<p>Lectures in the induction module (Academic Practice) from the Programme Leader and Library Personnel; Online resources produced by the Library and the Academic Skills Centre</p>	<p>Accessing and utilising learning resources and materials on Blackboard site, and online databases and resources</p>	<p>Academic Practice portfolio assignment (formative), Essay assignments, Individual report, Case study assignment</p>
<p>Masters</p> <p>In addition to the above, students should be able to:</p>	<p>In addition to the above: the dissertation supervision process (1-to-1), independent research</p>	<p>Application and practice of using research tools and software to</p>	<p>In addition to the above, the dissertation.</p>

vi) Demonstrate knowledge, understanding and practical skills to research contemporary human resource management and training issues in order to inform evidence-based solutions		support dissertation (SPSS, NVivo, etc.)	
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v) Problem Solving

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>iii) Collate, analyse and communicate research and a variety of complex HRM and training concepts using formats and language appropriate for academic, practitioner and policy audiences</p> <p>iv) Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively</p>	<p>Lectures, seminars, assignment feedback: formative and summative, directed reading, self-directed private-study</p>	<p>Group work, seminar activities, class debates and questioning, flipped classroom, problem-based learning, brainstorming</p>	<p>Individual report, case study assignment</p>
<p>Masters</p> <p>In addition to the above, students should be able to:</p> <p>vii) Critically evaluate arguments and evidence considering social inequalities and issues of social justice</p>	<p>In addition to the above: the dissertation supervision process (1-to-1), independent research.</p>	<p>In addition to the above: the dissertation supervision process (1-to-1), project-based learning in terms of a dissertation</p>	<p>In addition to the above, the Dissertation proposal and the Dissertation</p>

and demonstrate an awareness of diverse standpoints			
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vi) Working relationships

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
Certificate and Diploma Students should be able to: iv) Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively	Lectures, seminars, discussions	Group work, seminar activities, class debates and questioning, flipped classroom, brainstorming	Formative assessment based on informal qualitative feedback on content and performance from teacher and peers in seminars and groups; Individual report based on a group activity.
Masters As above	In addition to the above: the establishment of a working relationship with the dissertation supervisor	As above	In addition to the above, the dissertation.

vii) Managing learning

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
Certificate and Diploma Students should be able to: iv) Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively	Lectures in the induction module (Academic Practice), seminars, self-directed private-study, self-reflection on assignment feedback, formative and summative.	Self-reflection activities, pre-session work, flipped classroom	Academic Practice portfolio assignment (formative), Essay assignments, Online timed assessment, Individual report, case study assignment
Masters	In addition to the above: the dissertation supervision process (1-to-1), independent research	In addition to the above: the dissertation	In addition to the above, the Dissertation Proposal and the Dissertation

<p>In addition to the above, students should be able to:</p> <p>vi) Demonstrate knowledge, understanding and practical skills to research contemporary human resource management and training issues in order to inform evidence-based solutions</p>			
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viii) Career Management

Intended learning Outcome	Teaching methods	Learning Activities	Assessment Type
<p>Certificate and Diploma</p> <p>Students should be able to:</p> <p>iv) Demonstrate the skills required to be a confident practitioner, with the ability to work both independently and collaboratively</p>	<p>Personal tutor system, self-reflection on assignment feedback, online materials in the induction module by careers service professionals</p>	<p>Research seminars (optional), careers learning activities and events</p>	<p>Formative assessment based on informal qualitative feedback from personal tutor, formative assessment from careers service professionals</p>
<p>Masters</p> <p>As above</p>	<p>In addition to the above: the dissertation supervision process (1-to-1), independent research.</p>	<p>In addition to the above: the dissertation</p>	<p>In addition to the above, the Dissertation proposal and the Dissertation.</p>



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10. Progression points

This programme follows the standard Scheme of Progression set out in [Senate Regulations](#) – see the version of *Senate Regulation 6 governing postgraduate programmes* relevant to the year of entry.

a) Course transfers

n/a

b) Year in Industry

n/a

11. Criteria for award and classification

This programme follows the standard scheme of postgraduate award and classification set out in [Senate Regulations](#) – see the version of *Senate Regulation governing postgraduate programmes* relevant to the year of entry.

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

12. Special features

The programme meets CIPD accreditation requirements. This means that students who have successfully completed this Master’s programme will be able to apply for Associate Member status of the CIPD. For CIPD accreditation, students must pass all assessed elements of the MSc HRM&T programme with at least 50%. Compensation is not allowed by CIPD. Where students do not meet this requirement CIPD accreditation will not be obtained.

12a. Research-inspired Education

Students on this programme will advance through the four quadrants of the University of Leicester Research-inspired Education Framework as follows:

RIE Quadrant	Narrative
<p>Research-briefed Bringing staff research content</p>	<p>The HRMT programme provides a thorough grounding in the theory and practice of managing people in order to drive change in organisations, adapt to change and evolve their skills to shifting organisational and labour market trends. This is underpinned by a critical analysis of the organisational context in which managers and employees work. Throughout the programme, students will supported to think critically, identify and analyse HR and organisational problems, and evaluate potential solutions to real-world issues. Students will be empowered with the expertise, knowledge and skills needed to pursue a career in HRM and training. CIPD accreditation by the professional body for HR and people development further ensures that the knowledge and skills acquired by graduates align with the expectations of the profession and the profession map.</p> <p>Research briefed – Students in the programme will be exposed to world-leading research and outputs from academics within and external to the university, as well as members of the HRM professional community. Students are exposed to both</p>

into the curriculum.	disciplinary and interdisciplinary research from ULSB's research clusters. Teaching staff on the programme are engaged in relevant research and professional activities that are integrated into the programme content and teaching sessions.
Research-based Framed enquiry for exploring existing knowledge.	Research based – Taught sessions draw from real-world situations and contemporary issues impacting and shaping HRM and training. Student are given a comprehensive grounding and critical understanding of HRM and training topics including organisational functioning, management structures and frames, labour relations, workplace learning and employee development, new forms of work, worker experiences of work, life and environment, managing change and organisational performance. Students are provided with opportunities to identify relevant scholarly literature to examine a topic, apply relevant research to support claims or develop arguments in their formative and summative assignments.
Research-oriented Students critique published research content and process.	Research oriented – Students critically reflect on scholarly research content (journal articles, research reports, grey literature) to identify strengths and weaknesses in practice (MN7368, MN7367, MN7369, MN7301), and gain experience in the research process through research methods and dissertation module (MN7371).
Research-apprenticed Experiencing the research process and methods; building new knowledge.	Research apprenticed - Students experience and learn about evidence practice and research methods by undertaking empirical research with the guidance of a supervisor leading to the submission of a dissertation (MN7371).

As part of studying at a research-intensive university, students on this programme have the following extra or co-curricular opportunities available to them to gain exposure to research culture:

A number of research seminars and workshops are timetabled on a regular basis across the College of Business and are accessible to all students within the College. These sessions focus on research and research outputs and working papers from academic staff within and external to the College as well as key stakeholders working in and across human resource management. These seminars and workshops enable students to develop their knowledge and understanding of the processes underpinning research and associated funding evidence-based practice and the dissemination of work.

Within the Employee Development and Workplace Learning (MN7368) and Managing Human Resources in a Business Context (MN7367) modules research is drawn from current research and publications associated with the research undertaken by individuals within the University of Leicester. The Research Methods and Dissertation (MN7371) module research examples are drawn from research undertaken by the teaching team.

Teaching on this programme will be research-informed (it draws consciously on systematic inquiry into the teaching and learning process itself) in the following way:

The College Academy of Business Education and Practice runs regular sessions including external speakers and workshops for recognition of external awards for teaching excellence. The Academy

also facilitates a journal paper, book reading group which provides an informal environment to discuss contemporary pedagogic issues related to Business education.

The Academy underpins a teaching and learning research culture which provides staff with a clear platform to share and evaluate current and potential practice-based activities within the pedagogic sphere.

Almost every module leader, teaching focussed staff teaching in the programme have acquired Advance HE fellowships at AFHEA or FHEA or SFHEA levels and demonstrate commitment to teaching, learning and the student experience, through engagement in a practical process that encourages research, reflection and development.

Module leaders and staff involved in teaching, regularly present research in reputed national and international conferences including higher education teaching and learning conferences (example, SRHE, ILPC, WES, BAM).

13. Indications of programme quality

As defined in [Senate Regulations](#) - refer to the version of *Senate Regulation 6 governing taught postgraduate programmes of study* relevant to year of entry.

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/exit award where appropriate.

The programme is accredited by the CIPD and subject to university regulations on external examination. Student evaluations and feedback is via mid- and end of module surveys, and student voice committees.

14. External Examiner(s) reports

The details of the External Examiner(s) for this programme and the most recent External Examiners' reports for this programme can be found at exampapers@Leicester [log-in required].

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Appendix 1: Programme structure (programme regulations)

The University regularly reviews its programmes and modules to ensure that they reflect the current status of the discipline and offer the best learning experience to students. On occasion, it may be necessary to alter particular aspects of a course or module.

MSc Human Resource Management and Training

Level 7/Year 1

Delivery Year 2024/25

Intake Month September

Mode of Study Full Time Structure

Credit breakdown

Status	Year long	Semester 1	Semester 2	Other Delivery Period
Core	n/a	60 credits	60 credits	n/a
Optional	n/a	n/a	n/a	n/a
Dissertation/project	n/a	n/a	n/a	60 credits

180 credits in total

Core modules

Delivery period	Code	Title	Credits
Semester 1	MN7366	Academic Practice	n/a
Semester 1	MN7367	Managing Human Resources in a Business Context	30 credits
Semester 1	MN7368	Employee Development and Workplace Learning	30 credits
Semester 2	MN7301	Managing Change and Technology at Work	30 credits
Semester 2	MN7369	Implementing Improvements in Organisational Performance	30 credits
Term 3	MN7371	Research Methods and Dissertation	60 credits

Notes

No optional modules

Appendix 2: Module specifications

See postgraduate [module specification database](#) (Note - modules are organized by year of delivery) [login-required]