



LEEDS  
BECKETT  
UNIVERSITY

# Course Specification

## MSc Human Resource Management

Course Code: MSHRM

2024/25

# MSc Human Resource Management (MSHRM)

## Material Information Summary for 2024/25 Postgraduate Applicants

Confirmed Jan 2024

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### General Information

<b>Award</b>	Master of Science Human Resource Management
<b>Contained Awards</b>	Postgraduate Diploma Human Resource Management Postgraduate Certificate Human Resource Management
<b>Awarding Body</b>	Leeds Beckett University
<b>Level of Qualification &amp; Credits</b>	Level 7 of the Framework for Higher Education Qualifications, with 180 credit points at Level 7 of the Higher Education Credit Framework for England
<b>Course Lengths &amp; Timescales</b>	Start dates will be notified to students via their offer letter. The length and mode of delivery of the course is confirmed below: <ul style="list-style-type: none"><li>• Full Time – September start, 12 months (campus-based)</li><li>• Full Time – January start, 16 months (campus-based)</li><li>• Part Time – September start, 24 months (campus-based)</li></ul>
<b>Part Time Study</b>	Part-time delivery is usually at half the intensity of the full-time equivalent course, although there may be flexibility to increase the pace of study to shorten the overall course duration. Some modules may be delivered in a different sequence to that defined within this information set, but the modules offered within each level are consistent.
<b>Location(s) of Delivery</b>	City Campus, Leeds  Some sessions may be delivered online or at Headingley campus, as appropriate
<b>Entry Requirements</b>	Admissions criteria are confirmed in your offer letter. Details of how the University recognises prior learning and supports credit transfer are located here: <a href="https://www.leedsbeckett.ac.uk/student-information/course-information/recognition-of-prior-learning/">https://www.leedsbeckett.ac.uk/student-information/course-information/recognition-of-prior-learning/</a>  Admissions enquiries may be directed to: <a href="mailto:AdmissionsEnquiries@leedsbeckett.ac.uk">AdmissionsEnquiries@leedsbeckett.ac.uk</a>
<b>Course Fees</b>	Course fees and any additional course costs are confirmed in your offer letter. Fees enquiries may be directed to <a href="mailto:Fees@leedsbeckett.ac.uk">Fees@leedsbeckett.ac.uk</a> .

## Timetable Information

Timetables for Semester 1 will be made available to you during Welcome week via:

- i) The Student Portal (MyBeckett)
- ii) The Leeds Beckett app

Any difficulties relating to timetabled sessions may be discussed with your Course Administrator.

## Policies, Standards and Regulations ([www.leedsbeckett.ac.uk/public-information](http://www.leedsbeckett.ac.uk/public-information))

The Chartered Institute of Personnel and Development (CIPD) require you pass all modules on the course to be eligible for associate membership of the CIPD at Level 7 after course completion.

This course adheres to the Academic Principles and Regulations set out by the University. Awards of distinction and merit may be made to students who meet the following criteria:

### Distinction

The award of a distinction may be made to those students who have attained:

- an average of 70% or more in assessments contributing to the final award.

### And/or

- at least half of all taught modules\* at the level of distinction in assessments contributing to the final award plus a 60-credit major project module at distinction.

### Merit

The award of merit may be made to those students who have attained:

- an average of 60% or more in assessments contributing to the final award.

### And/or

- at least half of all taught modules\* at the level of merit in assessments contributing to the final award plus a 60-credit major project module at distinction.

*\* For the purposes of this regulation, taught modules are outlined as all modules with the exception of the 60-credit major project module*

## Key Contacts

**Your Course Director** Christine Daley [c.daley@leedsbeckett.ac.uk](mailto:c.daley@leedsbeckett.ac.uk)

**Your Academic Advisor** Christine Daley

**Your Course Administrator** Norma Cannonier, [hrmcoursesadmin@leedsbeckett.ac.uk](mailto:hrmcoursesadmin@leedsbeckett.ac.uk)

## **Professional Accreditation or Recognition Associated with the Course**

**Professional Body**                      The Chartered Institute of Personnel and Development

### **Accreditation Summary**

Leeds Beckett University is a CIPD accredited centre. Your course is mapped to the CIPD Profession Map at Level 7 and the standards of the CIPD Advanced Diploma in Strategic People Management. Students who complete the MSc Human Resource Management, (achieving a pass in all modules) are eligible for Associate Membership of the Chartered Institute of Personnel and Development at Level 7. This is the CIPD's highest level of academic qualification and a significant steppingstone for those seeking to advance their HR career and achieve CIPD Chartered Member and Chartered Fellow status. Therefore, this course is a gateway to higher-level professional body membership and the commensurate career opportunities and enhanced learning potential that this brings. You are encouraged to join the CIPD at the start of your course and to maintain your membership throughout the programme of study.

## **Course Overview**

### **Aims**

The course aims to develop critical, ethical, agile, competent, resilient and reflective HR practitioners who can perform effectively, with sensitivity to diversity and equality across a range of business environments in varied sectors and regions in UK and global contexts, thus demonstrating the capabilities required for professionals in the field of people management and development. The course seeks to facilitate the knowledge and understanding of a broad range of inclusive people management, managerial and business principles and practices, as well as the development of related skills and competencies. This will enable creative problem-solving using sophisticated judgment in the absence of complete data.

The aims of the course reflect the requirements of the University, the Chartered Institute of Personnel and Development (CIPD) and the Quality Assurance Agency for Higher Education (QAA). The QAA works with universities to ensure the quality of the student experience and this course meets the QAA Subject Benchmark Statement for master's degrees in Business and Management.

The MSc HRM is aimed at students from home and overseas who wish to enhance their academic capabilities and management aspirations and develop their career in the field of people management. Candidates with first degrees in any discipline are welcome. Candidates without a first degree, but with significant employment experience in HR may also join the programme under the Recognition of Prior Experiential Learning (RPEL) criteria. The diverse range of students' previous home, educational and workplace backgrounds is both accommodated and valued by the course team within an inclusive and equitable learning environment.

## Course Learning Outcomes

At the end of the course, students will be able to:

1.	Evaluate, synthesise and apply advanced and contemporary themes, theory and techniques to a diverse range of complex and open-ended issues, problems and situations in the field of people management and development.
2.	Demonstrate a critical understanding of the strategic perspective of people management and development practice in external and internal business contexts in UK and global environments, and make ethical and informed quantitative and qualitative judgements about solutions in the absence of complete data.
3.	Develop a depth and breadth of knowledge in people management, with a degree of creativity and transferable skills to organisational and professional settings with inclusivity, and sensitivity to equality, diversity, and culture.
4.	Learn independently and interdependently accepting responsibility for subsequent career and continuing professional development, demonstrating a critical, ethical, agile, responsible, resilient, and reflective approach to professional practice consistent with the standards of the CIPD at Level 7.
5.	Apply with a degree of creativity, sophistication and ethical oversight; intellectual, transferable and subject/ professional skills to a range of complex and open-ended organisational problems and situations.
6.	Execute and deliver an applied research project, with due regard to ethical considerations, research philosophy and methodologies. This research project will seek to influence policy and practice within a professional people management and development context and add positively to the pool of established research into current HR related business issues.

## Teaching and Learning Activities

### Summary

The approach to learning and teaching is developed to meet the values and aims of the University's Education Strategy. The course is centred on professional development of students in line with the CIPD standards.

Our teaching and learning philosophy puts students at the centre of our activities, with a focus on interactive seminars rather than formal lectures. This provides a flexible, relevant and inclusive curriculum drawing on the experience of the students as key stakeholders in a knowledge sharing forum. Our teaching is informed by our academics' varied research and/or expert professional practice across a range of HR activity in UK, European and global organisational contexts. Guest lectures from accomplished professionals provide individual insight into the varied field of people management and other associated occupations. Our teaching is enriched by the diverse previous educational and workplace background of our students, who are drawn from the UK and other regions of the world. Great value is placed on individual insight, perspective and

interest, regardless of prior experience or attainment. There is a strong focus on employability with a clear theme of applied learning, so students will critically analyse the approach/practice of HR within genuine case examples, which may be drawn from academics' own experience or research, or from the course team's links with the business community.

As befits a postgraduate programme, there is also a clear emphasis on individual research and independent study, but the course team and individual academic's strong links with the CIPD and the business community may provide mentoring, networking, research and employment opportunities to enhance the professional development of our students.

Our teaching and learning philosophy enables our students to be active participants in their learning journey.

Resource support is provided by module materials, reading and independent learning activities, which are accessible on MyBeckett, the University's Virtual learning Environment (VLE).

Further, the programme may include students attending practitioner conferences, CIPD conferences and events and the Leeds Business School Guest Lecture programme, to share their knowledge with both practitioners and academic communities and celebrate their achievements.

You will be encouraged to make contributions based on evidence-based thinking from management science and practitioner experience. You will be supported to respond to challenges from those with opposing perspectives. This pedagogical strategy will enhance learning and foster a cohesive educational environment, conducive to you attaining the relevant key knowledge and behaviour standards of the CIPD Profession Map, in addition to knowledge of module content.

## **Your Modules**

Students undertake six core modules and one elective module. The course shares four common core modules with its 'sibling' course, the MSc Learning and People Development: Work and Working Lives in Dynamic Business Contexts; Strategic People Management & Development; Skills for Ethical and Agile People Practice and the Leadership, Governance and People Management Dissertation Project. There are also two 'specialist' core modules covering key areas of human resource practice: Resourcing, Rewarding and Sustaining Talent and Strategic Employment Relations.

Students complete the course with one elective module chosen from Advanced Employment Law, Equality, Diversity & Inclusion in the Workplace, Learning & Development for Sustainable Organisations or Wellbeing and the Working Life.

This information is correct for students progressing through the programme within standard timescales. Option modules listed are indicative of a typical year. There may be some variance in the availability of option modules. Students who are required to undertake repeat study may be taught alternate modules which meet the overall course learning outcomes. Details of module delivery will be provided in your timetable.

**Full-time course structure – September starters:**

<b>Level 7</b>			
<b>Semester 1</b>	<b>Core (Y/N)</b>	<b>Semester 2</b>	<b>Core (Y/N)</b>
Work and Working Lives in Dynamic Business Contexts (20 credits)	Y	Resourcing, Rewarding and Sustaining Talent (20 credits)	Y
Strategic People Management & Development (20 credits)	Y	Strategic Employment Relations (20 credits)	Y
		One of the following electives (all 20 credits)...  Advanced Employment Law  Equality, Diversity and Inclusion in the Workplace  Learning and Development for Sustainable Organisations  Wellbeing and the Working Life	N
Skills for Ethical and Agile People Practice (20 credits)			Y
Leadership, Governance and People Management Dissertation Project (60 credits)			Y

**Part-time course structure, September starters:**

<b>Level 7</b>			
<b>Semester 1</b>	<b>Core (Y/N)</b>	<b>Semester 2</b>	<b>Core (Y/N)</b>
Strategic People Management & Development (20 credits)	Y	Work and Working Lives in Dynamic Business Contexts (20 credits)	Y
		Resourcing, Rewarding and Sustaining Talent (20 credits)	Y
Skills for Ethical and Agile People Practice (20 credits)			Y
<b>Year 2</b>			
<b>Semester 1</b>	<b>Core (Y/N)</b>	<b>Semester 2</b>	<b>Core (Y/N)</b>
Strategic Employment Relations (20 credits)	Y	One of the following electives (all 20 credits) ...  Advanced Employment Law  Equality, Diversity and Inclusion in the Workplace  Learning and Development for Sustainable Organisations  Wellbeing and the Working Life	N
Skills for Ethical and Agile People Practice (20 credits)	Y		
Leadership, Governance and People Management Dissertation Project (60 credits)			Y



## Full-time course structure – January starters:

Level 7			
Semester 1	Core (Y/N)	Semester 2	Core (Y/N)
Resourcing, Rewarding and Sustaining Talent (20 credits)	Y	Strategic People Management & Development (20 credits)	Y
One of the following electives (all 20 credits)...  Advanced Employment Law  Equality, Diversity and Inclusion in the Workplace  Learning and Development for Sustainable Organisations  Wellbeing and the Working Life	N	Work and Working Lives in Dynamic Business Contexts (20 credits)	Y
		Strategic Employment Relations (20 credits)	Y
Skills for Ethical and Agile People Practice (20 credits)			Y
Leadership, Governance and People Management Dissertation Project (60 credits)			Y

## Assessment Balance and Scheduled Learning and Teaching Activities

The assessment balance and overall workload associated with this course are calculated from core modules and typical option module choices undertaken by students on the course. They have been reviewed and confirmed as representative by the course director, but applicants should note that the specific option choices students make, may influence both assessment and workload balance.

A standard module is worth 20 credits points at Level 7 and equates to 200 notional learning hours, which may comprise teaching, learning and assessment, and independent study. All modules are standard modules except for the Leadership, Governance and People Management Dissertation Project. The LGPM Dissertation Project is worth 60 credit points and equates to 600 notional hours. Modules may have more than one component of assessment.

## Assessment

A balance of assessment methods is offered across the course. The purpose of the assessment strategy is to enable students to demonstrate that they have fulfilled the learning outcomes of the course, achieving the standards required for the award of MSc HRM and the CIPD Advanced Diploma in Strategic People Management. Assessment will be designed to ensure that students can demonstrate a thorough critical and analytical understanding of theoretical knowledge, concepts, and current practice and also evidence that a range of generic personal and core people management skills have been developed throughout the course.

The assessment strategy enables the appropriate assessment method(s) for the nature of learning on the module to be determined at module level. Coursework components include analytical reports based on investigations into real-life organisations, board-room discussions, and presentations.

**On this course, students are assessed predominantly by coursework with some practical and examination assessment activity (depending on the elective module selected).**

For example, on the core module, Skills for Ethical and Agile People Practice, students undertake and reflect on processes of self-assessment, reflective practice, and development planning over two components of assessment. On the core module, Resourcing, Rewarding and Sustaining Talent, summative assessment comprises a real-life case study-based project. Students are required to analyse and present critically evaluated solutions on a range of resourcing, reward, and talent management issues within their own organisation or an organisation of their choice. They present their findings in a report. On the core module Strategic Employment Relations, students make an oral presentation of their evaluation of an employment relations landscape and then support their presentation with a written report. On the elective module Wellbeing and the Working Life, students undertake two components of assessment; participating in a boardroom discussion followed by a written assignment. Only one module on the course has an examined component. This is the elective module Advanced Employment Law, in which the assessment is a time constrained 24-hour online exam.

There is a very strong emphasis on formative assessment and feedback throughout the course. In each module, there are integrated opportunities for formative feedback. The student-centred approach to learning employed, ensures that there is discussion-based activity in every teaching session and students receive formative feedback on assignment drafts. Provision varies on a module by module basis, but arrangements are explained to students at the start of the module and in the module handbook.

The course culminates in the completion of a significant people management research module, the Leadership, Governance and People Management Dissertation Project. This module is worth 60 credits. The module runs for one calendar year commencing with taught classes in the first semester for full-time students and the first semester of the second year for part-time students. During this semester, students receive tuition in research methods and receive dedicated one to one support in identifying and crafting their dissertation topic. From the beginning of the second semester, students work with their allocated supervisor to produce a proposal (worth 20% of module marks) and a thesis (80% of module marks). The submission of the thesis marks the end of the course.

## Workload

The number of hours of workload equates to a minimum of 1800 for the MSc HRM. There are seven modules on the course. Forty hours of teaching are provided for each module except for the Leadership, Governance and People Management Dissertation Project, where an additional eight hours are provided for supervision. Students are expected to devote a minimum of four hours to independent study for each hour of teaching.

Overall Workload	
Teaching, Learning and Assessment	288
Independent Study	1512

## Learning Support

Learning support is built into the delivery of every module. Arrangements will vary from module to module, but they will be communicated to you in the first teaching session, on the MyBeckett module site and in the module handbook. Your module tutors will provide you with formative feedback on classroom and independent study activities and formative feedback on draft assignments.

Further learning support is available via the Library. In addition to providing advice on accessing thousands of books, journals, research articles, and videos, our academic librarians can provide specialist, individualised support to students to help them identify appropriate HR resources for their studies. The Library's Skills for Learning Service provides study workshops available to all students on key skills such as essay writing, report writing and critical thinking. Online guides such as 'Quote, Unquote' (The University guide to the Harvard Referencing System) provide detailed advice and instruction.

Further academic and pastoral support is available from your course director and /or academic advisors through regular, scheduled one to one and ad hoc meetings on request. Your course administrator works closely with academic staff and can make referrals to teaching staff or to specialist professional services as appropriate. They can give you a confirmation of attendance letter, a transcript and provide advice on mitigation applications for students who are experiencing difficulties.

The postgraduate HRM academic and administrative team are a close-knit community of colleagues who work communally to support our students. We get to know you during your time on the course and work hard to provide individualised support.

Our Students' Union runs our course representative network. Your course reps are elected by you and they work with course directors to provide support and effect improvements to the course on a day to day and more strategic level.

Leeds Beckett Students' Union (LBSU) is a body independent of the University's management structure and it is run by elected officers from among the student cohort. In addition to the student society network, social events, and access to student discounts, LBSU provides impartial advice to students on academic appeals, housing, and student finance.

The course director, course administrator, academic librarian and LBSU officers are among the people you will meet at your University induction session, which takes place during the Student Welcome Week.

If you have a question or a problem relating to your course, your Course Administrator is there to help you. Course Administrators work closely with academic staff and can make referrals to teaching staff or to specialist professional services as appropriate. They can give you a confirmation of attendance letter, and a transcript. You may also like to contact your Course Rep or the Students' Union Advice team for additional support with course-related questions.

### **Student Services**

If you have any questions about life at University, call into our Student Services Centre at either campus or contact Student Advice directly. This team, consisting of trained officers and advisers are available to support you throughout your time here. They will make sure you have access to and are aware of the support, specialist services, and opportunities our University provides. They also work on a wide range of projects throughout the year all designed to enhance your student experience and ensure you make the most of your time with us. Student Advice are located in the Student Services Centre in the Leslie Silver Building at City Campus and on the ground floor of the Priestley Building at Headingley Campus. The team can also be contacted via email at [studentadvice@leedsbeckett.ac.uk](mailto:studentadvice@leedsbeckett.ac.uk), telephone on 0113 812 3000, or by accessing our online chat link, available on the student homepage.

### **Support and opportunities**

Within MyBeckett you will see two tabs (Support and Opportunities) where you can find online information and resources for yourselves. The Support tab gives you access to details of services available to give you academic and personal support. These include Library Services, the Students' Union, Money advice, Disability advice and support, Wellbeing, International Student Services and Accommodation. There is also an A-Z of Support Services, and access to online appointments/registration.

The Opportunities tab is the place to explore the options you have for jobs, work placements, volunteering, and a wide range of other opportunities. For example, you can find out here how to get help with your CV, prepare for an interview, get a part-time job or voluntary role, take part in an international project, or join societies closer to home.

