

## PROGRAMME SPECIFICATION

|                                                                                               |                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name, title and level of final qualification(s)                                               | <b>MSc Human Resource Management</b><br><i>Post enrolment pathways:</i><br>MSc Human Resource Management (Generalist)<br>MSc Human Resource Management (Development and Consultancy) (Level 7)                                       |
| Name and title of interim exit qualification(s)                                               | PG Dip Human Resource Management (Generalist)<br>PG Dip Human Resource Management (Development and Consultancy)<br>PG Cert Human Resource Management (Generalist)<br>PG Cert Human Resource Management (Development and Consultancy) |
| Awarding Body                                                                                 | University of London                                                                                                                                                                                                                 |
| Teaching Institution(s)                                                                       | Birkbeck, University of London                                                                                                                                                                                                       |
| Home school/other teaching departments                                                        | Birkbeck Business School                                                                                                                                                                                                             |
| Location of delivery                                                                          | Central London<br>Central London/Online/Flexible (generalist pathway)                                                                                                                                                                |
| Language of delivery and assessment                                                           | English                                                                                                                                                                                                                              |
| Mode of study, length of study and normal start month                                         | Full-time (1 years)<br>Part-time (2 years)<br>October                                                                                                                                                                                |
| Professional, statutory or regulatory body                                                    | CIPD-recognised Level 7 award.<br><a href="http://www.cipd.co.uk">www.cipd.co.uk</a>                                                                                                                                                 |
| <u>QAA subject benchmark group(s)</u><br><u>Higher Education Credit Framework for England</u> | Business and Management                                                                                                                                                                                                              |
| Birkbeck Course Code                                                                          | TMSHRMIP_C on-campus<br>TMSHRMMX_C flexible study (generalist pathway)<br>TMSHRMON_C online study (generalist pathway)                                                                                                               |
| HECoS Code                                                                                    | 100085                                                                                                                                                                                                                               |
| Start date of programme                                                                       | Autumn 2010                                                                                                                                                                                                                          |
| Date of programme approval                                                                    | Summer 2010                                                                                                                                                                                                                          |
| Date of last programme amendment approval                                                     | July 2023                                                                                                                                                                                                                            |
| Valid for academic entry year                                                                 | <b>2026-27</b>                                                                                                                                                                                                                       |
|                                                                                               | Dr Uracha Chatrakul Na Ayudhya (MSc HRM generalist pathway)<br>Dr Vanessa Iwowo (MSc HRM with Development and Consultancy pathway)                                                                                                   |
| Date of last revision to document                                                             | 16/08/23                                                                                                                                                                                                                             |

## Admissions requirements

A good honours degree (UK 2:2), or equivalent, in a social science or business-related discipline, from a recognised university.

Management development professionals and consultants without a first degree but with suitable professional qualifications and at least five or more years' significant management experience in a range of organisations may be considered at the discretion of the admissions team. Applicants may be asked for further corroborating evidence such as written academic work samples.

We welcome applicants without traditional entry qualifications as we base decisions on our own assessment of qualifications, knowledge and previous work experience. We may waive formal entry requirements based on judgement of academic potential.

If English is not your first language or you have not previously studied in English, the requirement for this course is the equivalent of an International English Language Testing System (IELTS Academic Test) score of 6.5, with not less than 6.0 in each of the sub-tests.

## Course aims

The MSc Human Resource Management (HRM) is an essential programme for those who wish to pursue a dynamic career as a HR professional in contemporary organisations. It has been designed to provide you with theoretical and practical foundations to enhance your understanding of critical issues in HRM, including equality and diversity, employment law, leadership development, and organisational change.

Grounded in theory, research, and practice, the programme will develop your critical analytic skills in how to design, implement, and evaluate HR practice, policy, and processes in organisations. You will gain an overview of UK, international, and comparative issues related to people management. After the end of the first term, you will have the option to specialise either as a HR professional with a focus on people management or as a HR professional with a focus on organisational development and consultancy. The programme draws on the research expertise of our teaching team, many of whom are active members of our Diversity Research Group.

The programme is accredited by the Chartered Institute of Personnel and Development (CIPD). Upon successful completion, you will be an Associate Member of the CIPD with the option to upgrade to Chartered Member or Chartered Fellow provided you have relevant work experience.

The programme can be studied as either a full-time and part-time mode to fit around your work and life commitments. Full-time students will normally complete all modules and assessments within one academic year. Part-time students will normally complete all modules and assessments within two academic years as detailed below.

## Online delivery routes:

The **MSc HRM (Generalist) programme route** can be completed either through in-person delivery where students attend seminars in-person or via distance learning where they attend evening seminars online or via flexible learning a mixture of online and in-person. Students will be asked to indicate preference on a termly basis for each relevant module. For the MSc HRM (Development and Consultancy) pathway, some modules are planned as in-person/blended delivery, as they are reliant on a case study-based approach to explore and develop consultancy skills. All live sessions take place in the evening, commencing usually at 18:00 hours UK time.

All assessments can be taken remotely. Each module will be supported by recorded lectures and online materials.

The MSc Human Resource Management (HRM) provides students with theoretical and practical foundations, designed to enhance human resource practice, policy, and processes within the complexity of contemporary organisations and workplaces.

The programme's broad aims are:

1. To critically examine the theoretical and conceptual foundations of HRM to equip students with relevant evidence-based, principles-led, and outcome-driven frameworks for HR strategy and practice and to champion better working lives, underpinned by core and specialised areas of knowledge as articulated in the CIPD professions map.
2. To situate the understanding of HRM practice with respect to the roles and responsibilities of key stakeholders within the organisation and other relevant institutions.
3. To deepen understanding of the broader contextual issues (social, demographic, technological and regulatory) of changing organisational contexts that impact HRM at a local and international level, including increasingly hybrid working and rapid pace of change.
4. To provide the opportunity for independent research and develop students' practice skills through the completion of a Research Project in a HR-related area of interest.
5. To ensure students develop an awareness of the importance of 'act ethically and professionally' with a demonstrated commitment to equality of opportunity and diversity and to ensure continuous professional development.
6. To instigate personal reflection on personal career ambitions and professional competence and development in HR and/or cognate fields.
7. To provide students the option to specialise in a pathway of interest by either deepening understanding of HRM topics, or seeking specialist knowledge aligning to Human Resource Development, including consultancy skills.

## Course structure

| Level                                                                | Module Code | Module Title                            | Credit | Comp Core/ Option | Likely teaching term(s) |
|----------------------------------------------------------------------|-------------|-----------------------------------------|--------|-------------------|-------------------------|
| <b>MSc Human Resource Management (Generalist) full-time – 1 year</b> |             |                                         |        |                   |                         |
| 7                                                                    | FDMN001H7   | Professional Development and Learning   | 15     | Compulsory        | T1                      |
| 7                                                                    | BUOB037H7   | Research Methods                        | 15     | Compulsory        | T1                      |
| 7                                                                    | MOOP005H7   | Organization and Change Perspectives    | 15     | Compulsory        | T1                      |
| 7                                                                    | BUMN004H7   | International Human Resource Management | 15     | Compulsory        | T1                      |
| 7                                                                    | BUOB043H7   | Human Resource in Organisations         | 15     | Compulsory        | T2                      |
| 7                                                                    | BUOB078H7   | Employment Law                          | 15     | Compulsory        | T2                      |
| 7                                                                    | MOOP006H7   | Selection and Assessment                | 15     | Compulsory        | T3                      |
| 7                                                                    | MOOP017H7   | Leadership                              | 15     | Compulsory        | T3                      |
| 7                                                                    | BUOB042D7   | Research Project                        | 60     | Core              | T1-3                    |

| <b>MSc Human Resource Management (Generalist) part-time – 2 years</b>                  |                           |                                                               |    |            |      |
|----------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------|----|------------|------|
| <b>Year 1</b>                                                                          |                           |                                                               |    |            |      |
| 7                                                                                      | FDMN001H7                 | Professional Development and Learning                         | 15 | Compulsory | T1   |
| 7                                                                                      | BUOB037H7                 | Research Methods                                              | 15 | Compulsory | T1   |
| 7                                                                                      | BUMN004H7                 | International Human Resource Management                       | 15 | Compulsory | T1   |
| 7                                                                                      | BUOB043H7                 | Human Resource in Organisations                               | 15 | Compulsory | T2   |
| 7                                                                                      | MOOP006H7                 | Selection and Assessment                                      | 15 | Compulsory | T3   |
| 7                                                                                      | MOOP017H7                 | Leadership                                                    | 15 | Compulsory | T3   |
| <b>Year 2</b>                                                                          |                           |                                                               |    |            |      |
| 7                                                                                      | MOOP005H7                 | Organization and Change Perspectives                          | 15 | Compulsory | T1   |
| 7                                                                                      | BUOB078H7                 | Employment Law                                                | 15 | Compulsory | T2   |
| 7                                                                                      | BUOB042D7                 | Research Project                                              | 60 | Core       | T1-3 |
| <b>MSc Human Resource Management (Consultancy and Development), full-time- 1 year</b>  |                           |                                                               |    |            |      |
| 7                                                                                      | FDMN001H7                 | Professional Development and Learning                         | 15 | Compulsory | T1   |
| 7                                                                                      | BUOB037H7                 | Research Methods                                              | 15 | Compulsory | T1   |
| 7                                                                                      | MOOP012H7                 | Learning and Development                                      | 15 | Compulsory | T2   |
| 7                                                                                      | BUOB078H7                 | Employment Law                                                | 15 | Compulsory | T2   |
| 7                                                                                      | BUOB044H7                 | Consultancy and Professional Practice                         | 15 | Compulsory | T2   |
| 7                                                                                      | FDMN002H7                 | Knowledge Management, Organisational Learning, and Innovation | 15 | Compulsory | T3   |
| 7                                                                                      | MOOP005H7                 | Organization and Change Perspectives                          | 15 | Compulsory | T1   |
| 7                                                                                      | MOOP017H7                 | Leadership                                                    | 15 | Compulsory | T3   |
| 7                                                                                      | BUOB042D7<br>or BUOB063D7 | Research Project<br>or The Consultancy Challenge              | 60 | Core       | T1-3 |
| <b>MSc Human Resource Management (Consultancy and Development) part-time - 2 years</b> |                           |                                                               |    |            |      |
| <b>Year 1</b>                                                                          |                           |                                                               |    |            |      |
| 7                                                                                      | FDMN001H7                 | Professional Development and Learning                         | 15 | Compulsory | T1   |
| 7                                                                                      | BUOB037H7                 | Research Methods                                              | 15 | Compulsory | T1   |
| 7                                                                                      | MOOP012H7                 | Learning and Development                                      | 15 | Compulsory | T2   |
| 7                                                                                      | BUOB044H7                 | Consultancy and Professional Practice                         | 15 | Compulsory | T2   |
| 7                                                                                      | MOOP017H7                 | Leadership                                                    | 15 | Compulsory | T3   |
| 7                                                                                      | FDMN002H7                 | Knowledge Management, Organisational Learning, and Innovation | 15 | Compulsory | T3   |
| <b>Year 2</b>                                                                          |                           |                                                               |    |            |      |
| 7                                                                                      | MOOP005H7                 | Organization and Change Perspectives                          | 15 | Compulsory | T1   |
| 7                                                                                      | BUOB078H7                 | Employment Law                                                | 15 | Compulsory | T2   |
| 7                                                                                      | BUOB042D7<br>or BUOB063D7 | Research Project<br>or The Consultancy Challenge              | 60 | Core       | T1-3 |

Core: Module must be taken and passed by student

Compulsory: Module must be taken but can be considered for compensated credit (see CAS regulations paragraph 24)

Option: Student can choose to take this module

## **How you will learn**

Your learning and teaching is organised to help you meet the learning outcomes (below) of the course. As a student, we expect you to be an active learner and to take responsibility for your learning, engaging with all of the material and sessions arranged for you.

Each course is divided into modules. You will find information on the virtual learning site (Moodle, see Academic Support below) about each of your modules, what to expect, the work you need to prepare, links to reading lists, information about how and when you will be assessed.

Your learning for this course will be organised around the activities outlined below.

Teaching on this course is a combination of lectures (pre-recorded), live Q&A and seminars. Lectures are designed to provide you with an outline or overview of the topic, to engage you with the material and direct you to other resources. They are a springboard for your own learning. Seminars are group sessions where you will be asked to contribute to discussion or group work around the topic, with material set in advance for which you need to prepare.

Teaching is provided in a three-term structure with assessment taking place immediately following the teaching of that module (at the end of the term). All 15 credit modules follow a standard teaching structure.

Via the VLE, students are provided with handbooks for each module and associated resource packs of key readings. Although students are provided with these materials, it is emphasised before and during the programme that they are expected to read more widely and make use of the library resources.

Research Project supervision consists of regular communication between students and their assigned supervisor. This usually takes place via a mixture of face-to-face meetings (COVID restrictions permitting) or virtual meetings, email, Team appointments and can also include group supervision.

The teaching team includes experienced full-time academic staff working alongside associate lecturers who are active practitioners in their field, often with established links to the CIPD. Academic staff are active in academic research which enables us to deliver a programme offering both research and practitioner insight.

Teaching sessions are designed to be as interactive as possible. Students are encouraged to put forward points of view and ask questions in group sessions. Most group sessions consist of student interaction with input from the tutor to steer the discussion to ensure coverage of key learning points. The level of participation is partly determined by students, in that they are encouraged to support each other in discussions. Tutors employ teaching methods to ensure that every student participates in group discussion.

Students' personal development is fostered in several ways. Each student has a personal tutor who provides advice on progress and directs student toward support for any learning difficulties if requested. The final research project provides an important opportunity for students to engage in student-centred learning that is particularly appropriate to their current working lives and career plans. In addition, much learning is self-directed, and students develop important time management skills in planning their work.

## **How we will assess you**

The course will use a variety of assessment methods. Assessment is used to enhance your learning rather than simply to test it. For most of the modules associated with this course, your

assessment will be through the following types of assessment: essays, development plans, case studies, examinations, preparing research proposals, and a research project.

The pass mark on each element is 50 per cent. All modules must be passed to achieve the MSc and qualify for the CIPD Level 7 award. Up to 30 credits of failed modules (where the mark is between 40-49%) may be compensated and the MSc still awarded, but students will no longer qualify for the CIPD award in this case.

Students receive individual written feedback on all assessed coursework within three weeks of the submission deadline. This takes the form of narrative feedback and may be supplemented by ratings on a proforma. Any students who fail an assessment are encouraged to seek advice from the School's Learning Development Tutor about the structure and content of their next assessment. Student feedback confirms that students are satisfied with the helpfulness of the essay comments.

### **Learning outcomes (what you can expect to achieve)**

'Learning outcomes' indicate what you should be able to know or do at the end of your course. Providing them helps you to understand what your teachers will expect and also the learning requirements upon which you will be assessed.

At the end of this course, you should be able to:

1. Critically examine the theoretical and conceptual foundations of HRM and equip students with relevant research-based frameworks for HR strategy and practice.
2. Demonstrate understanding of HRM practice with respect to the roles and responsibilities of key stakeholders within the organisation and other relevant institutions.
3. Demonstrate understanding of the broader contextual issues (social, demographic, technological and regulatory) that impact HRM at a local and international level.
4. Design and conduct independent research through the completion of a Research Project in a HR-related area of interest.
5. Demonstrate an awareness of the importance of 'act ethically and professionally' with a demonstrated commitment to equality of opportunity and diversity and to ensure continuous professional development.
6. Apply core and specialist knowledge and core behaviours to effective HRM in a range of organisational contexts and to champion better working lives, as required for CIPD Level 7 accreditation.

### **Generic**

At the end of the programme, successful students will be able to:

1. Recognise, practice, and employ a range of strategies to support personal learning, including the ability to reflect on the success of strategies and to effectively solve problems.
2. Recognise and use a range of sources of learning support.
3. Recognise and employ the skills necessary to complete assignments.
4. Act as a self-directed, reflective learner.
5. Recognise the benefits of working in groups.
6. Recognise, practice, and employ strategies for increasing the effectiveness of group functioning.
7. Participate in small group discussion/debate/exercises by both listening and communicating own ideas effectively.
8. Present own ideas on issues addressed on the course in an appropriate and effective manner.

## **Careers and further study**

You will find MSc Human Resource Management graduates in the following kinds of roles:

HR Business Partners

Training and Development roles

Birkbeck offers a range of careers support to its students. You can find out more on [the careers pages of our website](#).

## **Academic regulations and course management**

Birkbeck's academic regulations are contained in its [Common Award Scheme Regulations and Policies](#) published by year of application on the Birkbeck website.

You will have access to a course handbook on Moodle and this will outline how your course is managed, including who to contact if you have any questions about your module or course.

## **Support for your study**

Your learning at Birkbeck is supported by your teaching team and other resources and people in the College there to help you with your study. Birkbeck uses a virtual learning environment called Moodle and each course has a dedicated Moodle page and there are further Moodle sites for each of your modules. This will include your course handbook.

Birkbeck will introduce you to the Library and IT support, how to access materials online, including using Moodle, and provide you with an orientation which includes an online Moodle module to guide you through all of the support available. You will also be allocated a personal tutor and provided with information about learning support offered within your School and by the College.

[Please check our website for more information about student support services](#). This covers the whole of your time as a student with us including learning support and support for your wellbeing.

## **Quality and standards at Birkbeck**

Birkbeck's courses are subject to our quality assurance procedures. This means that new courses must follow our design principles and meet the requirements of our academic regulations. Each new course or module is subject to a course approval process where the proposal is scrutinised by subject specialists, quality professionals and external representatives to ensure that it will offer an excellent student experience and meet the expectation of regulatory and other professional bodies.

You will be invited to participate in an online survey for each module you take. We take these surveys seriously and they are considered by the course team to develop both modules and the overall courses. Please take the time to complete any surveys you are sent as a student.

We conduct an annual process of reviewing our portfolio of courses which analyses student achievement, equality data and includes an action plan for each department to identify ongoing enhancements to our education, including changes made as a result of student feedback.

Our periodic review process is a regular check (usually every four years) on the courses by department with a specialist team including students.

Each course will have an external examiner associated with it who produces an annual report and any recommendations. Students can read the most recent external examiner reports on the course Moodle pages. Our courses are all subject to Birkbeck Baseline Standards for our Moodle module information. This supports the accessibility of our education including expectations of what information is provided online for students.

The information in this programme specification has been approved by the College's Academic Board and every effort has been made to ensure the accuracy of the information it contains.

Programme specifications are reviewed periodically. If any changes are made to courses, including core and/or compulsory modules, the relevant department is required to provide a revised programme specification. Students will be notified of any changes via Moodle.

Further information about specifications and an archive of programme specifications for the College's courses is [available online](#).

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