

Programme Specification 2017/18

This programme is currently going through re-validation, where changes to the programme may take place. Offer holders will be informed of any changes following the re-validation approval.

5100 MSc Human Resource Management

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.

Awarding Institution	University of Southampton
Teaching Institution	University of Southampton
Mode of study	Full time
Duration in years	1 full year (12 months) standard progression for a FT student
Accreditation details	Chartered Institute of Personnel and Development, Advance Collegiate Schools of Business (AACSB)
Final award	Master of Science
Name of award	Human Resource Management
Interim Exit awards	Postgraduate Certificate and Postgraduate Diploma
FHEQ level of final award	7
UCAS code	N/A
QAA Subject Benchmark or other external reference	Masters awards in Business and Management
Programme Lead	Dr Guy Vernon
Date specification was written	15 November 2011
Date Programme was validated	25 April 2012
Date specification last updated	28 August 2015

Programme overview

Brief outline of the programme

The programme in Human Resource Management (HRM) is designed to meet the needs of students who wish to follow different careers in the profession, industry or in the academic world.

This programme offers students postgraduate level education in the field of human resource management that brings together theories and models from across the underpinning academic disciplines to enable students to understand and more effectively manage people within contemporary work organisations. Importantly the programme provides a curriculum associated with specialist knowledge required for undertaking specialist as well as generalist HR functions with organisations.

Your contact hours will vary depending on your module/option choices. Full information about contact hours is provided in individual module profiles.

The programme is accredited by the Association to Advance Collegiate Schools of Business (AACSB), which is an internationally recognised award of excellence in business education.

Special features of the programme

The optional module European Labour Markets, taught in residence in France (Toulouse), may be taken as an alternative to International and Comparative HRM, taught at Southampton at the Highfield campus. Although the School offers some subsidy, there is still some additional cost, of the order of hundreds of pounds, which students choosing European Labour Markets must meet.

Learning and teaching

- Lectures and large group discussion to critically evaluate the use of HR theory in practice.
- Engaging students in small group work to develop skills in critical analysis learning from other viewpoints and perspectives
- Engaging students in presentations that analyse and evaluate current thinking in HR theory and practice.
- The use of case studies in class drawn from a wide range of industrial and international contexts.
- Supported independent learning through the use of action learning sets.
- Supported independent learning through the use of guided reading lists.

- The use of action learning sets and learning logs on the programme are designed to equip students with leadership, group work and reflective learning skills.

Assessment

In order to meet the learning outcomes set for the programme a range of assessment methods have been identified with a balance in favour of methods that are able to better demonstrate the analytical and self-reflective learning outcomes that underpin the programme. Within two modules part of the assessment will require students to draw from their learning logs, which will record structured reflection on key skills and knowledge gained on the programme and its linkages with students' understanding of their own past and current organisational problems and experiences. This will also enable the programme to meet the key aim of becoming a self-reflective HR practitioner that underpins the CIPD standards framework. Examinations will assess knowledge and understanding of the subject area. The use of assignments will assess the ability to synthesise key HR theoretical concepts and consider their practical application. The dissertation will have a component that requires students to consider the cost-benefits of the practical implementation of recommendations arising from research. Aside from summative assessment, we undertake formative assessment through reflective engagement in class exercises and exploration of teamwork in class.

Educational aims of the programme

The aims of the programme are to:

- Provide an understanding of the complex inter-relationships between the business environment, workplace organisation and HR policies and practices that combine to influence performance in contemporary organisations.
- Develop an understanding of the key areas of human resource management knowledge and theory that underpin effective HRM practice at both national and international levels.
- Develop students' analytical and problem-solving capacities to approach and solve organisational problems where people management issues are involved.
- Develop a breadth and depth of knowledge in both operational and strategic areas of human resource management to help support both line manager and specialist HR roles in organisations.
- Enable students to develop more evidence-based approaches to people management that draws upon contemporary thinking, research and practice within the HRM field.
- Develop students with knowledge and skills in HR policies and practices in areas such as training and development, reward, selection, performance management and employee relations and how these can be utilised for maximising the contribution of HRM for both organisational performance and individual well-being.
- Equip students' with the knowledge and skills for managing change and learning within organisations that are necessary for effective people management in the 21st century.
- Develop students' skills in undertaking applied research in the HRM field that can contribute towards a more effective HRM function in organisations.
- Develop students' skills and abilities in critical and independent thinking and capacity for managing their own learning and development.

Programme learning outcomes

A. Knowledge and understanding

Having successfully completed this programme you will:

- A1. Be able to demonstrate knowledge and understanding of the key theories and concepts for the effective utilisation of Human Resource Management policies and procedures in contemporary organisations.
- A2. Understand the variety of ways in which HR operates at both operational and strategic levels and its impact on individual, team and organisational performance.
- A3. Be able to demonstrate relevant theories and concepts from the underpinning social science disciplines that explain and support HR practices within organisations.
- A4. Be able to show an understanding of how Human Resource Management practice is changing to meet the new business and work context surrounding today's organisations.

Teaching and learning methods

- Lectures and large group discussion to critically evaluate the use of HR theory in practice.
- Engaging students in small group work to develop skills in critical analysis learning from other viewpoints and perspectives
- Engaging students in presentations that analyse and evaluate current thinking in HR theory and practice.

Assessment methods

In order to meet the learning outcomes set for the programme a range of assessment methods have been identified with a balance in favour of methods that are able to better demonstrate the analytical and self-reflective learning outcomes that underpin the programme. Within two modules part of the assessment will

require students to draw from their learning logs, which will record structured reflection on key skills and knowledge gained on the programme and its linkages with students' understanding of their own past and current organisational problems and experiences. This will also enable the programme to meet the key aim of becoming a self-reflective HR practitioner that underpins the CIPD standards framework.

B. Subject specific intellectual and research skills

Having successfully completed this programme you will be able to:

- B1.** Critically appraise the impact, implementation and limitations of Human Resource Management theories and models for organisational problem solving.
- B2.** Apply a more theoretically informed understanding to the evaluation of HR policies and practices in contemporary organisations.
- B3.** Undertake far more considered and deeper reflection on the nature of people management issues and challenges at both national and international levels to underpin HR policy implementation.
- B4.** Approach organisational problem solving from a more integrated and systemic perspective drawing upon appropriate HRM/OB theories and models.
- B5.** Operate far more effectively internationally having gained a greater understanding of cross-cultural people management and international HRM.

Teaching and learning methods

- The use of case studies in class drawn from a wide range of industrial and international contexts.
- Supported independent learning through the use of action learning sets.
- Supported independent learning through the use of guided reading lists.

Assessment methods

- Examinations will assess knowledge and understanding of the subject area.
- The use of assignments will assess the ability to synthesise key HR theoretical concepts and consider their practical application.

The dissertation will have a component that requires students to consider the cost-benefits of the practical implementation of recommendations arising from research,

C. Transferable and generic skills

Having successfully completed this programme you will be able to:

- C1.** Assess and synthesise knowledge in order to put forward a persuasive argument.
- C2.** Critically evaluate ideas and concepts from a variety of media in order to judge and evaluate its merits
- C3.** Reflect on and consider the nature of problems far more analytically.
- C4.** Communicate ideas and proposals far more effectively both written and orally.
- C5.** Gain a greater insight into your own personal strengths and weaknesses in being part of a team.
- C6.** Exercise leadership more effectively in groups through better motivation of yourself and others.
- C7.** Implement better time and workload management.

Teaching and learning methods

- The use of action learning sets and learning logs on the programme are designed to equip students with leadership, group work and reflective learning skills.

Assessment methods

- We undertake formative assessment through reflective engagement in class exercises and exploration of teamwork in class.
- Two modules on the programme require students to complete reflective skill assignments.

Action Learning Sets and group work on the programme

A key component of the programme is the use of action learning sets. This is a particular type of educational process where students are placed into a specific group alongside other colleagues on the programme and where they meet on a regular basis to jointly and collaboratively examine their own experiences and actions as a result of participating on the programme with a view to improving performance. Students acquire new knowledge on their own performance, abilities and skills with the aim of improving their own personal and professional competence as a HR practitioner. Students are placed into their action sets as soon as they commence the programme (usually during induction week) and they remain in the same action learning sets throughout the programme. Students will participate in group work in classes in their action learning sets as well as meet outside classes in their action learning sets when preparing for group assignments. In addition, students are required to meet outside class times in their action learning sets on a minimum of four occasions during semester one to reflect on how they manage interpersonal relationships, engage in leadership and manage themselves more effectively within group and professional situations. A set of guidance is issued to students during induction which gives them an initial guide as to what to focus on during their discussions during their first action learning set meetings. However after this students should bring their own material to discuss and reflect on relating to key skill areas that are identified in the set of guidelines.

Formative assessment

Tutors on the programme will observe how the action learning sets interact during class contact time and offer you insights into group and interpersonal processes for you to consider in your action learning sets outside class. They will also encourage you to reflect on and discuss the issues that have arisen during your action learning sets when you meet together and undertake group work during class time.

Programme structure

In brief, the programme provides a critical, rigorous, closely evidence based, Masters level education in HRM which makes extensive international reference.

Information about pre and co-requisites is included in individual module profiles.

Typical course content

The programme may be completed on a full-time (12 months) basis only. The first 9 months of the programme involves taught study, divided into two 14-week semesters which includes a period for examinations. In the following description, the term “module” is taken to mean a discrete component of the programme with its own learning outcomes and assessment requirements. All modules are at Masters level and are planned to be taught at the Highfield campus, with the exception of the optional module European Labour Markets, taught in France (Toulouse), which may be taken, at some additional cost to students, as an alternative to International and Comparative HRM.

The taught component of the programme consists of taught modules worth 60 ECTS (120 CATS) in total. The research component of the programme consists of students undertaking a dissertation which provides a further 30 ECTS (60 CATS).

Summary structure of the programme

See Appendix 3

Assessment mapping

See Appendix 2

Additional costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, laboratory reports and dissertations as are required to fulfil the academic requirements for each programme of study. Costs that students registered for this programme typically also have to pay for are included in **Appendix 4**.

Progression requirements

The programme follows the University’s regulations for [Progression, Determination and Classification of Results: Standalone Masters programmes](#) as set out in the University Calendar.

Intermediate exit points

You will be eligible for an interim exit award if you complete part of the programme but not all of it, as follows:

Qualification	Minimum overall credit in ECTS/CATS credits	Minimum ECTS/CATS credits required at level of award
Postgraduate Diploma	at least 60/120	45/90
Postgraduate Certificate	at least 30/60	20/40

Support for student learning

There are facilities and services to support your learning some of which are accessible to students across the University and some of which will be geared more particularly to students in your particular Faculty or discipline area.

The University provides:

- library resources, including e-books, on-line journals and databases, which are comprehensive and up-to-date; together with assistance from Library staff to enable you to make the best use of these resources
- high speed access to online electronic learning resources on the Internet from dedicated PC Workstations onsite and from your own devices; laptops, smartphones and tablet PCs via the Eduroam wireless network. There is a wide range of application software available from the Student Public Workstations.
- computer accounts which will connect you to a number of learning technologies for example, the Blackboard virtual learning environment (which facilitates online learning and access to specific learning resources)
- standard ICT tools such as Email, secure filestore and calendars.
- access to key information through the MySouthampton Student Mobile Portal which delivers timetables, Module information, Locations, Tutor details, Library account, bus timetables etc. while you are on the move.
- IT support through a comprehensive website, telephone and online ticketed support and a dedicated helpdesk in the Hartley Library.
- Enabling Services offering support services and resources via a triage model to access crisis management, mental health support and counselling.
- assessment and support (including specialist IT support) facilities if you have a disability, long term health problem or Specific Learning Difficulty (e.g. dyslexia)
- the Student Services Centre (SSC) to assist you with a range of general enquiries including financial matters, accommodation, exams, graduation, student visas, ID cards
- Career Destinations, advising on job search, applications, interviews, paid work, volunteering and internship opportunities and getting the most out of your extra-curricular activities alongside your degree programme when writing your CV
- Other support that includes health services (GPs), chaplaincy (for all faiths) and 'out of hours' support for students in Halls (18.00-08.00)
- A Centre for Language Study, providing assistance in the development of English language and study skills for non-native speakers.

The Students' Union provides

- an academic student representation system, consisting of Course Representatives, Academic Presidents, Faculty Officers and the Vice-President Education; SUSU provides training and support for all these representatives, whose role is to represent students' views to the University.
- opportunities for extracurricular activities and volunteering
- an Advice Centre offering free and confidential advice including support if you need to make an academic appeal
- Support for student peer-to-peer groups, such as Nightline.

Associated with your programme you will be able to access:

- Library support.
- A personal academic tutor
- Programme handbooks
- Module support material (increasingly in electronic form).

Methods for evaluating the quality of teaching and learning

You will have the opportunity to have your say on the quality of the programme in the following ways:

- Completing student evaluation surveys for each module of the programme
- Acting as a student representative on various committees, e.g. Staff: Student Liaison Committees, Faculty Programmes Committee OR providing comments to your student representative to feedback on your behalf.
- Serving as a student representative on Faculty Scrutiny Groups for programme validation
- Taking part in programme validation meetings by joining a panel of students to meet with the Faculty Scrutiny Group

The ways in which the quality of your programme is checked, both inside and outside the University, are:

- Regular module and programme reports which are monitored by the Faculty
- Programme validation, normally every five years.
- External examiners, who produce an annual report
- Professional body accreditation/inspection

- A national Research Assessment Exercise (our research activity contributes directly to the quality of your learning experience)
- Higher Education Review by the Quality Assurance Agency for Higher Education

Criteria for admission

The University's Admissions Policy www.southampton.ac.uk/admissions_policy applies equally to all programmes of study. The following are the typical entry criteria to be used for selecting candidates for admission. The University's approved equivalencies for the requirements listed below will also be acceptable. The entry criteria for our programmes are reviewed annually by the Faculty. Those stated below were correct as of August 2016. **Applicants should refer to their specific offer conditions on their offer letter.**

Qualification	Grade/GPA	Subjects requirements	Specific requirements
Bachelor's degree	2:1	Social science eg business admin, communication, economics, education, government, linguistics, sociology, political sciences – a wider range can be accepted if applicant has work experience Excluded subjects English translation, Art/Performing Art, Vocational Studies	Prefer essay-based subjects for evidence of academic writing skills
Pre-masters course	Pass	You are able to progress to this MSc programme via the University's Pre-Masters programme	

Mature applicants

Work experience can compensate for a degree subject not listed above.

English language proficiency [IELTS]

Overall	Listening	Reading	Writing	Speaking
7.0	6.0	6.0	6.0	6.0

For a full list of English language tests accepted can be viewed here:

<http://www.southampton.ac.uk/studentadmin/admissions/admissions-policies/language.page>

Career opportunities

The programme offers a foundation for critical, evidence-based practice, and personal resilience, in people management internationally. Students, who come to us from across the world, have typically gone on to work in general and specialist people management roles in the UK, Europe and in their (other) home countries, e.g. China. In some cases students go on to further study, either of further Masters programmes in other areas or to PhD level study of HRM in the UK, Europe or their (other) home countries, e.g. China.

External Examiner(s) for the programme

Name Stephen Taylor **Institution.** University of Exeter

Students must not contact External Examiner(s) directly, and external examiners have been advised to refer any such communications back to the University. Students should raise any general queries about the assessment and examination process for the programme with their Course Representative, for consideration through Staff: Student Liaison Committee in the first instance, and Student representatives on Staff: Student Liaison Committees will have the opportunity to consider external examiners' reports as part of the University's quality assurance process.

External examiners do not have a direct role in determining results for individual students, and students wishing to discuss their own performance in assessment should contact their personal tutor in the first instance.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. More detailed information can be found in the programme handbook (or other appropriate guide) or online at <https://www.sbs.ac.uk/>

As a research-led University, we undertake a continuous review of our programmes to ensure quality enhancement and to manage our resources. As a result, this programme may be revised during a student's period of registration, however, any revision will be balanced against the requirement that the student should receive the educational service expected. Please read our [Disclaimer](#) to see why, when and how changes may be made to a student's programme.

Programmes and major changes to programmes are approved through the University's programme [validation process](#) which is described in the University's Quality handbook.

Revision History

1. Validated 25 April 2012
2. Updated onto new template 28 August 2015
3. Transferred to new template 14 March 2017

Appendix: 1

5100 Human Resource Management learning outcomes mapping document

Core = (Cr), Optional Core = (OCr), Compulsory = (Cm)

Module Code	Module Title	Knowledge and Understanding				Subject Specific Intellectual Skills					Transferable/Key Skills						
		A1	A2	A3	A4	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	C6	C7
MANG6212	Essay Writing Skills (Cm)										x	x	x	x	x	x	x
MANG6209	Report Writing Skills (Cm)										x	x	x	x	x	x	x
MANG6153	Strategic Human Resource Development (Cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6177	Employee Relations (Cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6178	Contemporary Issues & Debates in HRM (Cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6214	Key Skills in HRM (Cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6154	Strategic Human Resource Management (Cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6129	Qualitative & Quantitative Research Methods (Cm)										x	x	x	x	x	x	x
MANG6241	European Labour Markets	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6179	International & Comparative HRM	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6254	Organisational Development (Cr)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
MANG6095	Dissertation (Cr)	x	x	x	x	x	x	x	x		x	x	x	x			x

Appendix 2

5100 Human Resource Management assessment mapping document

Module Code	Module Title	Assessment 1	Assessment 2	Assessment 3
MANG6212	Essay Writing Skills (Cm)	Individual Coursework Report 1000 Words (100%)		
MANG6209	Report Writing Skills (Cm)	Individual presentation – 5 minutes (100%)		
MANG6153	Strategic Human Resource Development (Cr)	Individual Assignment 3000 words (90%)	Individual contribution (10%)	
MANG6177	Employee Relations (Cr)	Individual Assignment 2000 words (40%)	Examination 2 hours (60%)	
MANG6178	Contemporary Issues & Debates in HRM (Cr)	Individual journal portfolio 3000 words (30%)	Collaborative learning task (30%)	Extended individual essay 3500 words (40%)
MANG6214	Key Skills for HRM (Cr)	Personal Reflective report 1000 words (100%)		
MANG6154	Strategic Human Resource Management (Cr)	Assignment 2000 words (40%)	Examination 2 hours (60%)	
MANG6129	Qualitative & Quantitative Research Methods (Cm)	Coursework 3000 words (100%)		
MANG6241	European Labour Markets	Coursework 4000 words (100%)		
MANG6179	International & Comparative HRM	Individual Coursework 2000 words (40%)	Examination 2 hours (60%)	
MANG6254	Organisational Development (Cr)	Coursework 2000 words (50%)	Case Study seen Exam 2 hours (50%)	
MANG6095	Dissertation (Cr)	Dissertation 15000 words (100%)		

Appendix 3

5100 Human Resource Management programme structure

You may choose Option modules totalling 15 CATS/7.5 ECTS. You must choose either MANG6179 International and Comparative Human Resource Management or MANG6241 European Labour Markets.

MANG6095 Dissertation supervision starts in Semester 2 and should be submitted in September 2018.

Semester 1				Semester 2			
Modules	ECTS	CATS	Core, Compulsory or Option	Modules	ECTS	CATS	Core, Compulsory or Option
MANG6153 Strategic Human Resource Development	7.5	15	Core	MANG6095 Dissertation	30	60	Core
MANG6177 Employee Relations	7.5	15	Core	MANG6154 Strategic Human Resource Management	7.5	15	Core
MANG6178 Contemporary Issues in Human Resource Management	10	20	Core	MANG6254 Organisational Development	7.5	15	Core
MANG6214 Key Skills in HRM	2.5	5	Core	MANG6129 Qualitative & Quantitative Research	7.5	15	Comp
MANG6209 Report Writing Skills	1.25	2.5	Comp	MANG6179 International and Comparative Human Resource Management	7.5	15	Option
MANG6212 Essay Writing Skills	1.25	2.5	Comp	MANG6241 European Labour Market	7.5	15	Option

Appendix 4

5100 Human Resource Management Additional Costs

Students are responsible for meeting the cost of essential textbooks, and of producing such essays, assignments, laboratory reports and dissertations as are required to fulfil the academic requirements for each programme of study. In addition to this, students registered for this programme typically also have to pay for the items listed in the table below

In some cases you will be able to choose modules (which may have different costs associated with that module) which will change the overall cost of a programme to you. Details of such costs will be listed in the Module Profile. Please also ensure you read the section on additional costs in the University's Fees, Charges and Expenses Regulations in the University Calendar available at www.calendar.soton.ac.uk.

The optional module European Labour Markets, taught in residence in France (Toulouse), may be taken as an alternative to International and Comparative HRM, taught at Southampton at the Highfield campus. Although the School offers some subsidy, there is still some additional cost, of the order of hundreds of pounds, which students choosing European Labour Markets must meet. There are no other additional costs specific to this programme.

Main Item	Sub-section	PROGRAMME SPECIFIC COSTS
Approved Calculators		Candidates may use calculators in the examination room only as specified by the University and as permitted by the rubric of individual examination papers. The University approved models are Casio FX-570 and Casio FX-85GT Plus. These may be purchased from any source and no longer need to carry the University logo.
Stationery		You will be expected to provide your own day-to-day stationary items, e.g. pens, pencils, notebooks, etc). Any specialist stationery items will be specified under the Additional Costs tab of the relevant module profile.
Textbooks		Where a module specifies core texts these should generally be available on the reserve list in the library. However due to demand, students may prefer to buy their own copies. These can be purchased from any source. Some modules suggest reading texts as optional background reading. The library may hold copies of such texts, or alternatively you may wish to purchase your own copies. Although not essential reading, you may benefit from the additional reading materials for the module.
Printing and Photocopying Costs		In most cases, written coursework such as essays; projects; dissertations are submitted online and by hard copy. The costs of printing a hard copy for submission of such coursework will be the responsibility of the student. The cost of photocopying will also be the responsibility of the student. https://www.southampton.ac.uk/isolutions/students/printing