

PROGRAMME SPECIFICATION

1.	Awarding Institution:	The University of Law
2.	Final Award:	Master of Science in Leadership and Human Resource Management
3.	Exit/Interim awards:	For the MSc Leadership and Human Resource Management: <ul style="list-style-type: none"> - Postgraduate Diploma Leadership & Human Resource Management - Postgraduate Certificate Leadership & Human Resource Management
4.	Programme Title(s):	MSc Leadership and Human Resource Management
5.	Accredited by:	CMI (The Chartered Management Institute)
6.	Total Credits:	Masters of Science Leadership & Human Resource Management – 180 Postgraduate Diploma Leadership & Human Resource Management – 120 Postgraduate Certificate Leadership & Human Resource Management – 60
7.	Level:	Master of Science Leadership & Human Resource Management – Level 7 within the FHEQ Postgraduate Diploma Leadership & Human Resource Management – Level 7 within the FHEQ Postgraduate Certificate Leadership & Human Resource Management – Level 7 within the FHEQ
8.	Mode of Study:	Face-to-face: Full-Time and Part-Time Online: Full-Time and Part-Time
9.	Language of Study:	English
10.	Length of Programme:	Full-time: <ul style="list-style-type: none"> - MSc: 12 months Part-time: <ul style="list-style-type: none"> - MSc: 24 months
11.	Criteria for admission:	2:2 or above from a UK Bachelor's degree, or equivalent qualifications. Non-standard routes: ROUTE A: <ul style="list-style-type: none"> • Applicants must possess an undergraduate degree with a grade below that of a 2:2 (3rd or Ordinary); AND EITHER

		<ul style="list-style-type: none"> • A professional qualification at level 6 or above from a business professional body, e.g. CIM, CMI, CFA, ACCA, CIMA, CIPD, etc. <p>OR</p> <ul style="list-style-type: none"> • At least two years of proven professional work experience; <p>ROUTE B:</p> <ul style="list-style-type: none"> • Applicants must possess a professional qualification at Level 6 or above from a business professional body such as CIM, CMI, CFA, ACCA, CIMA or CIPD; <p>AND</p> <ul style="list-style-type: none"> • At least three years of proven professional work experience. <p>ROUTE C: Applicants possess no formal qualifications. Applicants will need to provide 5 years of proven professional managerial work experience along with a professional reference. Applicants may also be required to attend a formal interview.</p> <p>All applications for non-standard entry must be accompanied by a full CV.</p> <p>International Entry Requirements - an English language level equivalent to IELTS 6.5 or above with a minimum of 5.5 in each component.</p>
12.	UCAS code (if relevant):	N/A
13.	HECOS codes (if relevant):	100088 - Leadership 100085 – Human Resource Management
14.	Date of Production/Revision:	November 2021
<p>15. Aims and Rationale of the Programme</p> <p>All ULBS Postgraduate degrees are organized into two hubs of programmes; Management Hub and Finance Hub. Programmes within each hub share certain modules, with additional modules that are specific to each programme. The shared modules give students the opportunity to network and liaise with students on other programmes, which they otherwise might not have done, offering invaluable networking opportunities that will benefit them in their work-life. The MSc Leadership and Human Resource Management degree is part of the Management Hub. The shared modules within the Management Hub are:</p> <ul style="list-style-type: none"> • Global Business Strategy • Innovation Management in a Digital Age • Success Through business Ethics <p>Additionally, all students will share the following two modules:</p> <ul style="list-style-type: none"> • Professional Development • Business Project <p>The overall objective of master's level business and management degrees is to educate individuals as managers and business specialists, and thus to improve the quality of management as a</p>		

profession. Master's degrees add value, for example to first (or bachelor's) degrees, by developing in individuals an integrated and critically aware understanding of management and organisations in a global context and assist them to take effective roles within them.

In particular the programme (MSc in Leadership and Human Resource Management) provides preparation for and/or development of a career as either HRM leaders, managers, general managers and HR business specialists, and thus to improve the quality of leadership and management in the profession.

The programme is structured with a significant emphasis upon meeting industry developmental needs as well as enabling professionals and graduates to develop the:

- Operational skills and behaviours of leadership and human resource management and development practitioners through a syllabus that combines academic rigour, skills development and application;
- Professional expertise in the advanced study of leadership and human resource management within organisations, their management and the changing external environment in which they operate both at a national and international level within the contexts of stability, uncertainty and change;
- Critical faculties necessary so that learners can proceed directly to the various openings and opportunities available in a range of established businesses or entrepreneurial ventures, and/or
- Leaders and managers who value lifelong learning so as to equip themselves with the ability to convert theory into practice from a critical and informed perspective so as to advance the effectiveness of employees and competitiveness of employing organisations.

The programme will share the vision and values associated with the University of Law. Its emphasis on practice based learning within a realistic, professional, international and contemporary context. Building on the practical nature of learning and high quality teaching and assessment, links with employers and professional bodies. The aim of the programme with regard to teaching and learning is to produce career ready postgraduates with excellent professional, intellectual and life skills.

Students will have a broad comprehension of the most important concepts in human resource management with a strategic perspective in a global context. The University of Law prides itself on the depth and practical relevance of the knowledge delivered on its programmes and its teaching by academics with practical experience to ensure that research is blended with relevant real-life application. Students will apply the theoretical concepts of Human Resource Management to real life case studies, in a practice based environment.

The MSc in Leadership and Human Resource Management will develop students' advanced intellectual and professional skills at Masters level and provide them with:

- A deep intellectual appreciation of the theoretical foundations of Human Resource Management and development with an applied emphasis and a focus on contemporary human resource issues;
- The ability to apply relevant bodies of human resource management and development knowledge with strategic views to specific business problems taking account of the interdependency between human resource leadership, management and development and other business functions;
- A learning environment which encourages the development of systematic and independent thought and that enables the individual to become a reflective practitioner capable of analysis and able to coherently challenge concept and theory;
- A comprehensive knowledge and appreciation of significant contemporary issues in leadership and human resource management and development research;

- The confidence to apply the knowledge gained on the programme to a variety of case scenarios and real world leadership and human resource issues and problems;
- An in-depth knowledge of leadership and human resource management and social science research methods and research training to equip them with the skills necessary to identify and execute an independent research study.

The student will acquire the competences necessary for:

- Strategically assessing trends and patterns and identifying good practice in leadership and human resource management development and practice;
- The pursuit of careers in human resource management, personnel management, training, management development, organisation development and human resource management consulting;
- Leading and designing the development of human resource strategy and managing the implementation of strategic and operational plans locally, nationally and internationally from a human resources perspective;
- Combining creativity with integrity and corporate responsibility.

16. Programme Outcomes

Knowledge and understanding

- Critically demonstrate how an integrated approach to the leadership and management of people can impact business performance;
- Critically evaluate the importance of organisational context in the leadership and management of people including whether the organisation is in the private or public sector, organisation size, type of industry, stage of the business cycle and the degree of internationalisation;
- Synthesise the range of options for the delivery of human resource management functions, including the role and development of leaders and line managers;
- Synthesise the impact of changes in the wider social and economic context on the leadership and management of people;
- Call on a comprehensive and critical understanding of a wide range of strategic analytical techniques and methodologies used in leadership and human resource management and source and format appropriate information relating to leadership and human resource management and development research;
- Critically evaluate and synthesise the impact of ethical issues in leadership and human resource management and development across societal, geographic and economic boundaries and contribute to current debates;
- Demonstrate effective decision making through pertinent and critical selection and use of appropriate models and frameworks;
- Evaluate, synthesise and contribute to contemporary national and global developments and debates on leadership, it all its aspects, and human resource management and development.

Practice and Skills

Upon completion of the Programme students should be able to:

- Critically analyse and synthesise business-related data and information and use alternative perspectives to produce effective human resource management and leadership development strategies and decisions;
- Apply initiative and entrepreneurial originality by being pro-active and autonomous in planning and implementing tasks;
- Effectively analyse and synthesise people management needs and issues, using relevant facts and figures and anticipating objections and preparing responses for various stakeholders, working across boundaries of organisation, sector or stakeholder perspective to produce

effective plans and decisions in complex and unpredictable internal and external environments in local, national and international contexts;

- Critically de-construct and apply factual and conceptual knowledge from across all aspects of people management to complex practical situations, demonstrating sensitivity to contending value systems and contextual constraints;
- Resolve complex people management issues, dealing with incomplete or contradictory information, systematically and creatively, and communicate conclusions to a wide range of audiences;
- Critically evaluate individual behaviour in teams, team leadership, team formation and team dynamics and exercise appropriate enterprise initiative and personal responsibility in a variety of people management roles;
- Critically apply a level of knowledge, understanding and ability about managing people and leadership that meets CIPD Professional Standards;
- Analyse the wider contribution that people management and development can make to organisational success;
- Synthesise processes and initiatives that will help to develop organisational capacity through people management and development; embed or promote change in organisational culture, structure and functioning, and ensure the skills needed to operate in changed roles and environments.

Relevant Subject Benchmark Statements and other reference points to inform programme outcomes

The Framework for Higher Education Qualifications in England, Wales and Northern Ireland (FHEQ)

Subject Benchmark Statement Master's Degree in Business and Management June 2015 (QAA)

CMI Level 7 Certificate in Strategic Management and Leadership

17. Programme Structure, Levels, Modules and Credits

Modules are 15 credits apart from the Business Project Module (inclusive of a taught element focused on research methods) which is 45 credits. Professional Development is mandatory, but non credit bearing.

Programme Title – MSc Leadership and Human Resource Management	Level 7
Module Titles	Credit
Global Business Strategy	15
Innovation Management in a Digital Age	15
Success Through Business Ethics	15
Strategic Human Resource Management	15
Coaching, Mentoring and Development	15
Organisational Development	15
Leading and Developing People	15
Employee Relations	15
Responsibility of Directors	15
Professional Development	Non Credit Bearing
Business Project	45

Students who obtain all the 180 credits from the modules above will receive the MSc in Leadership and Human Resource Management award and will achieve all the learning outcomes described in this document.

Students who obtain 120 credits from the modules above will receive the Postgraduate Diploma in Leadership and Human Resource Management award, and consequently the learning outcomes described in this document will be achieved just partially, on the basis of the modules passed.

Students who obtain 60 credits from the modules above will receive the Postgraduate Certificate in Leadership and Human Resource Management award, and consequently the learning outcomes described in this document will be achieved just partially, on the basis of the modules passed.

18. Programme Outcomes, Learning & Teaching and Assessment Strategies

Knowledge and Understanding	Learning and Teaching Methods
<ul style="list-style-type: none"> Critically demonstrate how an integrated approach to the 	The learning and teaching methodology will be consciously constructed around ULaw's emphasis on

<p>leadership and management of people can impact business performance;</p> <ul style="list-style-type: none"> • Critically evaluate the importance of organisational context in the leadership and management of people including whether the organisation is in the private or public sector, organisation size, type of industry, stage of the business cycle and the degree of internationalisation; • Synthesise the range of options for the delivery of human resource management functions, including the role and development of leaders and line managers; • Synthesise the impact of changes in the wider social and economic context on the leadership and management of people; • Call on a comprehensive and critical understanding of a wide range of strategic analytical techniques and methodologies used in leadership and human resource management and source and format appropriate information relating to leadership and human resource management and development research; • Critically evaluate and synthesise the impact of ethical issues in leadership and human resource management and development across societal, geographic and economic boundaries and contribute to current debates; • Demonstrate effective decision making through pertinent and critical selection and use of appropriate models and frameworks; • Evaluate, synthesise and contribute to contemporary national and global developments and debates on leadership, in all its aspects, and human resource management and development. 	<p>critical practice based learning within a realistic, professional and contemporary context, and will fit with the Business School's agreed approach for teaching and learning sessions to be student led.</p> <p>The programme will also incorporate varied teaching and assessment methods, to the extent where this is useful, but also mindful of the need for students to practice different method of assessment. A balanced approach is achieved across subjects and programmes.</p> <p>Students will be taught by people who have substantial business experience, there will also be guest speakers and involvement from professional bodies.</p> <p>All students will benefit from identification of strengths and learning styles. Where necessary remedial provision will be put in place for numeracy and academic writing. Students will also have access to a personal tutor and reviews of their learning journey.</p> <p>In particular, the delivery of lectures and the student led nature of tutorials and workshops is designed to ensure active participation in the learning process. Methods such as experiential learning, active learning techniques, directed reading, critical reflection, personal research, applied research encourage engagement by students in their teaching and learning processes. In addition, case study analysis and discussion are used by students to contextualise the learning and the application of models, techniques and concepts.</p> <p>Knowledge and understanding is developed through the teaching and learning methods outlined above. Each class, whatever its particular format, involves discussion of key issues, practice in applying concepts, both orally and in writing, analysis and interpretation of material, critical evaluation.</p> <p>The online version of the programme will share the same aims and principles of the face to face version, with the specific approach that it will be delivered remotely through a virtual learning environment where written and multimedia materials will be provided. The modules will be taught by lecturers with a similar profile to the face to face version, while the delivery and access to the faculty will be adapted to the specific requirements of the online format.</p> <p>Assessment Methods</p> <p>The assessment methods have been designed to recognise the differences in learning styles thereby ensuring that they are not biased towards any one learning style. Learners will be assessed in a more practical environment and with a practical application of</p>
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	<p>the theoretical content to real life learning. Students will demonstrate the learning outcomes through a range of different assessments, such as group presentation (formative) and written individual coursework (summative).</p>
<p>Practice and Skills</p> <ul style="list-style-type: none"> • Critically analyse and synthesise business-related data and information and use alternative perspectives to produce effective human resource management and leadership development strategies and decisions; • Apply initiative and entrepreneurial originality by being pro-active and autonomous in planning and implementing tasks; • Effectively analyse and synthesise people management needs and issues, using relevant facts and figures and anticipating objections and preparing responses for various stakeholders, working across boundaries of organisation, sector or stakeholder perspective to produce effective plans and decisions in complex and unpredictable internal and external environments in local, national and international contexts; • Critically de-construct and apply factual and conceptual knowledge from across all aspects of people management to complex practical situations, demonstrating sensitivity to contending value systems and contextual constraints; • Resolve complex people management issues, dealing with incomplete or contradictory information, systematically and creatively, and communicate conclusions to a wide range of audiences; • Critically evaluate individual behaviour in teams, team leadership, team formation and team dynamics and exercise appropriate enterprise initiative and personal responsibility in a variety of people management roles; 	<p>Learning and Teaching Methods</p> <p>In each session, whatever its format, students participate in the discussion of key issues, both orally and in writing. The dissertation not only develops knowledge and understanding, but also in its preparation, through studying research methods and professional development, important practical and transferable skills are learnt.</p> <p>Students will practice and develop skills by evaluating the central issue(s) and facts of case studies and simulations so that tools, models and methods can be applied to the situation in hand. They will be encouraged to justify their assumptions and present conclusions and recommendations that are realistic and presented in a format that would be expected in industry and a Masters level programme with appropriate theoretical underpinning and appropriate referencing.</p> <p>Students are assigned to small study groups which develop organisational, social and cultural intelligence, networking, autonomous learning and entrepreneurial skills as they interact with their peers.</p> <p>Assessment Methods</p> <p>A wide range of assessment methods, both formative and summative, will be used across all modules to ensure that programme outcomes can be demonstrated by students. The assessment methods are intended to underpin the learning process. Formative assessment of knowledge and understanding will take place through the regular activities within workshops. These can be in the form of</p> <ul style="list-style-type: none"> • workshop group activity, where students consider a case-study, issue, or problem, and report on towards the end of the session in an oral presentation • simulations and role-play activities • in-class debates • communication exercises • activities that confirm understanding

<ul style="list-style-type: none"> • Critically apply a level of knowledge, understanding and ability about managing people and leadership that meets CIPD Professional Standards; • Analyse the wider contribution that people management and development can make to organisational success; • Synthesise processes and initiatives that will help to develop organisational capacity through people management and development; embed or promote change in organisational culture, structure and functioning, and ensure the skills needed to operate in changed roles and environments. 	<p>Other types of formative assessment may take place. Feedback will be given simultaneously and aimed at confirming and assisting students in building their communication, critical thinking and analysis, and problem solving skills.</p> <p>Summative assessments of each module will be one of the following:</p> <ul style="list-style-type: none"> • written reports (formative element in the form of lecturer giving guidance on structure and general content) • portfolio, where students compile a portfolio of activities, where they have applied critical analysis and assessment on issues/activities provided by the lecturer • presentation/poster, where students prepare communication piece responding to a brief, constructing a presentation with annotations for further details. <p>This variety of approaches to assessment supports diversity in learning.</p> <p>All assessment will test the module and programme learning outcomes and will be designed to align with the relevant FHEQ descriptors.</p> <p>For the online version the assessment methods will be the same and administered remotely.</p>
<p>19. Inclusive Considerations</p>	<p>Learning materials (examples, case-studies and other support materials) are sourced from as wide and diverse sources as possible, to reflect the demographics of the student population. Students are actively encouraged to share experiences from their own culture, providing opportunities for comparing and contrasting different behaviours, issues, and solutions. This exposes students to cross-cultural differences and enhances their cultural awareness. Students who appear not to keep up with the pace of the class, are signposted to ULaw's student support services.</p>
<p>20. Prior Credits considered for RPL</p>	<p>In accordance with the University's RPL Policy.</p>

Version history:

Version	Amended by	Revision summary	Date
V1.0	Head of Quality Assurance	Updated into amended format	August 2019
V1.1	Head of Quality Assurance	Modification to include named exit awards Clarification regarding IELTS requirements	May 2020
V1.2	Head of Quality Assurance	Periodic review – major modification	November 2021