Nottingham Trent University Course Specification

	Basic Course Information	
1.	Awarding Institution:	Nottingham Trent University
2.	School/Campus:	Nottingham Business School / City
3.	Final Award, Course Title and	Postgraduate Diploma in Human Resource Management
	Modes of Study:	Part-time
4.	Normal Duration:	Two years
5.	UCAS Code:	N/A

6.	**Overview and general educational aims of the course**

This two year Human Resource Management (HRM) course, has been designed to give you a theoretical background in HRM and equip you with practical skills relevant in the world of HRM. The course should allow you to put theory and contemporary thinking into practical HRM settings. The emphasis is on applying knowledge, skills and techniques to analyse HRM practices and strategies. The Management Research Report (MRR) project gives you the opportunity to apply the knowledge and analytical skills you have acquired on the course and to make recommendations to the senior managers of various types of organisations on a HR business issue. The course is designed specifically to enable those who have recently started their careers in HRM or who are in their mid-career to gain a Postgraduate Diploma qualification in HRM through completing a course of study which has been approved by the Chartered Institute of Personnel and Development (CIPD) as meeting the requirements of their Professional Development Scheme. Such a course of study also leads to Associate Membership of the CIPD and is a pre-requisite for you to apply eventually for Chartered Membership and Chartered Fellowship of the CIPD.

The Postgraduate Diploma in HRM (PDHRM) course has three major components:

1. Firstly, the core modules provide a basis for the study of HRM at a higher level and provide an integrated entry to modern HRM principles and practice.
2. Secondly, the elective module enables you to develop knowledge and skills in a specific aspect of HRM. The elective modules currently being offered are: Employment Law, Performance Management, and Employee Relations and Employee Engagement.
3. Thirdly, the course provides you with the opportunity to undertake a Management Research Project which meets your goals (which embraces CIPD requirements) based upon an HR issues in your organisation (or one to which you might have access). You will also be able to enhance your knowledge of research methods and develop personally by undertaking the module Business Research and Professional Skills.

   The above three major components will enhance your theoretical understanding and enhance your practical experience of a range of contemporary HRM issues.

The principle aims of the course are:

To offer a specialist postgraduate course in HRM that is both practically and academically relevant to the current demands of HRM managers. This is achieved by having the following goals; upon graduating from the course you will be able to:

- Demonstrate knowledge and understanding of the primary theories and concepts relating to your field of study;
- Apply theory to practice in organisational settings and relate practice to theory;
- Demonstrate aptitude for critical thought and creativity;
- Effectively utilise relevant information and communication skills;
- Critically evaluate ethical and sustainability issues within your field of study;
- Evidence the capacity to act as a global citizen;
- Demonstrate the capacity to make an impact in organisations.

As graduates of the course you will have developed a wide range of skills and abilities that will enhance your employability and enable you to achieve your own personal objectives. As highlighted above successful completion of the PDHRM, provided you become a student member of the CIPD, will lead to Associate Member of the CIPD, the first step towards Chartered status. HR is becoming increasingly professionalised and a PDHRM qualification approved by the CIPD will enable you to gain a firm foothold on the HR career ladder.

7.	**Course outcomes** Course outcomes describe what you should know and be able to do by the end of your course if you take advantage of the opportunities for learning that we provide.

Knowledge and understanding
By the end of the course you should be able to:

1. Demonstrate a critical knowledge and understanding of the primary theories and concepts relevant to Human Resource Management (HRM) in a Business Context
2. Demonstrate a critical knowledge and understanding of the primary theories and concepts relevant to People Resourcing and Talent Management
3. Demonstrate a critical knowledge and understanding of the primary theories and concepts relevant to Learning and Talent Development
4. Apply knowledge, tools and techniques to resolve issues in new and diverse situations within the HRM discipline.
5. Demonstrate the ability to make recommendations for organisational practice based on theoretical insights through a process of experiential or applied learning.
6. Demonstrate creativity and intellectual curiosity in both the application and synthesis of knowledge.
7. Demonstrate proficiency in the use of techniques of research and enquiry to draw conclusions from a critical evaluation of relevant issues.
8. Demonstrate an appreciation of the wider social, environmental and economic sustainability issues and their interrelationships which may be impacted by or have an impact on organisational activities.
9. Understand the environmental, social, governance and ethical problems that may occur in the HRM discipline and apply appropriate frameworks or professional codes to resolve such problems.

	10. Critically self-reflect, and demonstrate an international awareness and openness to the world, based on an appreciation of social and cultural diversity.
	11. Demonstrate a critical understanding of the role of the HRM discipline in a wider organisational context.

	Skills, qualities and attributes By the end of the course you should be able to:
	12. Analyse a variety of relevant data used in diverse contexts to support effective decision making in the HRM discipline
	13. Communicate key issues and arguments in written and oral format to a professional standard.
	14. Take personal responsibility for continuing professional development and develop the capacity to be an effective and reflective practitioner.

8.	**Teaching and learning methods**

NBS adopts a distinctive approach to the design of student learning opportunities, and your learning is structured around theory, practice, experience & observation, and reflection & improvement. At each level (course, module and session), you will study different theories, concepts and approaches and be given opportunities to apply these in a range of practical settings. The aim is to enhance your understanding through the direct experience of business, where you will have opportunities to observe business practices and behaviours (including your own) and analyse these using theoretical knowledge. It is our intention that by reflecting on these experiences, you will be able to use these theories to guide your actions and decisions in a business context or even consider how a theory itself might be improved. In this way we aim to enhance the quality of your learning.

The teaching and learning strategy is designed specifically around the needs of a diverse student cohort and is based upon the following guiding principles:

- Facilitating a period of time for you to adjust to your new study environment, through the inclusion, for example, of a short induction period embracing elements of the Business Research and Professional skills module.
- Encouraging constructive learning through a student-centred learning environment which allows for time for reflection and which provides you with guidance and support.
- Drawing upon student experiences through interactive workshops rather than a reliance on large group lectures.
- Appreciating that cultural diversity in organisations today provides an increasing learning resource.
- Offering a range of learning experiences, and reflection of various organisational practices.

This course is therefore designed to offer you a theoretical *and* practical learning experience that fits your personalised approach to learning and enhances your career opportunities. You will enjoy a teaching and learning environment that is shared by your fellow students and academic staff who may increasingly be from different cultural backgrounds and with whom you will have the chance to share your previous educational and practical experience. This provides a similar environment to working in increasingly diverse organisations where you interact with colleagues from many

different backgrounds. Working in groups with other students during the course will allow you to experience different perspectives and learning styles. The different teaching, learning and assessment modes will therefore equip you with a number of essential skills, including but not limited to; communication, presentation, negotiation, report writing, analytical and, most importantly, critical thinking skills.

Each module will be delivered during the period of one term, with the assessment towards the end of the term. Contact within modules takes the form of whole class delivery in interactive workshops (of no more than c30 students) and structured guided study. In all teaching sessions you will have the opportunity to ask questions, interact with other students and the lecturer on problem solving exercises, cases and discussions. Your course will be structured around the sequential delivery of the core and elective module with the experiential Management Research Report element offered during the second year with the Business Research and Professional Skills module being delivered throughout the year.

Undertaking this course and experiencing our different teaching and learning techniques will therefore allow you to build up your own experience in the field of HRM and equip you with the necessary skills to allow you to integrate into professional life in your HR related career.

9.	**Assessment methods**

Our assessment strategy is designed to help you develop and demonstrate your knowledge, understanding and skills. We use a variety of assessment methods throughout the course, including formative assessments which does not count towards your final grades, but which provide useful feedback on your progress and development and guidance towards the summative assessments which count towards your final grades.

In undertaking this course you will experience a number of different assessment methods aimed at helping your progression through the course and skills development. Assessment is balanced throughout the course, helping you to manage your workload. Different types of assessment are used throughout the course to achieve a balanced assessment regime and this enables you to more effectively manage your workload. For example assessment types will therefore include examinations, academic and reflective essays, reports, presentations, portfolios, and case studies. Group learning is a central feature of our teaching and learning strategy, and indeed the ability to work effectively with others is essential to all work practice. It is thus appropriate that some elements of group assessment are incorporated, although individual performance is more highly weighted in order to give due credit for individual performance. Assessment will also incorporate experiential elements to enable you to apply your knowledge through live projects or simulations and cases.

These different types of assessment will provide you with the knowledge and different skills necessary to succeed in the world of HRM.

10.	**Course structure and curriculum**

As previously noted, the course structure is based on three phases of study:

Following induction your studies will normally commence with you attending on one afternoon and evening per week (usually the same week day). In the first year you will study three modules, each of which is worth 20 credit points. You will study these in sequence. Each module will be taught over a

term with the assessment towards the end of the term. Modules studied in the first year will be:

- **HRM in its Business Context** (HRIC) - having studied this module, you will be aware that managers and HR professionals in different types of organisation not only have opportunities and choices when taking organisational and HR decisions in response to their internal, business, external environmental and ethical contexts, but also face constraints on their autonomy in determining their futures. You will also become familiar with contemporary debates in the HRM field and be able the critically evaluate the aims and objectives of the HR function and HR roles. A short two day residential will be part of this module.

- **People Resourcing and Talent Management** (PRTM) – having studied this module you will be able to critically evaluate the key features of HR practises which will include the ability to attract, retain, motivate, engage and exit people from the organisation. It will also include key issues such as how to manage change effectively and the importance of flexible working as well as taking an ethical approach to HRM. The methods which an organisation's managers use to implement these strategic choices and mobilise the workforce may include HR planning, recruitment and selection, performance management, diversity, reward and release. Therefore, a critical understanding of how you might deploy appropriate tools and techniques will enable you to support business strategy and contribute to organisational success.

- **Learning and Talent Development** (L&TD) – having studied this module you will be able to critically evaluate the meanings of 'Talent' in the context of organisational effectiveness; learning and development policies and strategy. You will also explore the extent to which learning and development professionals can influence the organisations they work within, having regard to effective leadership, ethical and professional standards of competence. The module will help you to develop skills of team working, critical analysis, problem solving and decision making through exploration of theoretical frameworks relevant to espoused and in-action learning and development strategies and policies.

In year two you will study a further **one** 20 credit point credit module from a choice of three. Those being delivered include:

- **Employment Law** (EL) – having studied this module you will have developed knowledge, understanding and skills required to critically evaluate aspects of employment law that effect the day to day management of people. Because this module forms part of an HRM qualification and not a legal one, it is focused on enabling you to grasp fully the key principles which underpin employment law rather than requiring you to demonstrate advanced knowledge of legislation or case law. Moreover, the focus is on situations which occur relatively regularly in workplaces rather than on more uncommon or obscure legal scenarios.

- **Performance Management** (PM) – having studied this module you will be able to critically evaluate The overall purpose and role of performance management in supporting organisational objectives,

the core concepts and processes of performance management and the approaches adopted in different organisational contexts.

- **Managing Employee Relations and Employee Engagement** (EREE) - this module will provide you with a comprehensive understanding of the employment relationship, perspectives and debates, both national and international, from a theoretical and behavioural competency perspective. It will enable you to critically evaluate notions of participation, involvement, commitment and engagement for their utility in enhancing employer/employee relations.

The point during the year when you will study this elective module will depend on the time it is being delivered during the year for example term one, two or three.

- **Business Research and Professional Skills** (BRPS) **–** Studying this module will enable you to evaluate skills and competencies which relate to student attributes which employers are seeking and to critically evaluate your own skills development. The module will also provide the fundamentals of approaches to research and research methods to enable you to approach the challenges of the experiential MRR. The module will be taught throughout the course and will be assessed by one formative assignment and two summative written assignments towards the end of the course.

- **The Management Research Report** (MRR) **-** completed during the course of the second year will enable you to identify a strategically important HR issue in your own organisation (or on to which you have access) so that you can engage with primary research by way of investigating the issue, evaluating the issue, arriving at conclusions and providing a set of recommendations. The aim of the MRR is to enable you to integrate theory and practice to demonstrate creativity in problem solution, engage with a complex, real project by applying theory to the workplace, developing your skills as a researcher, critical thinker and HR professional, encouraging personal development through reflection.

If the competing demands of work, study and personal life become difficult to balance successfully you may elect to complete the research and writing for your dissertation during the first term of a third year of study (a so-called 7th term).

The structure of the course shown below:

Year	Modules	Full year
1	Human Resource Management in Context (20cpt)	Induction
	People Resourcing and Talent Management (20cpt)	Business Research And Professional Skills (20cpt)
	Learning and Talent Development (20 cpt)	
2	Choice of one from: • Employment Law (20 cpt) • Performance Management (20 cpt) • Employee Relations and Engagement (20 cpt)	
	Management Research Report (20cp)	

If you find that you have to leave the course and have completed 60 credit points worth of modules (i.e. three modules) you could leave the course at this point with a University validated Certificate in Human Resourcing. If you are a student member of the CIPD and have completed CIPD approved modules we will notify the CIPD that you have successfully complete the equivalent CIPD modules.

The decision to make an interim award, and of which type, would be taken at the exam board at the end of your period of study.

| 11. | **Admission to the course** |

Entry requirements:

For current information regarding all entry requirements for this course, please see the 'Applying' tab on the course information web page.

Accreditation of Prior Learning

If you have completed part of a CIPD approved or accredited course elsewhere we may be able to offer you the opportunity to join the course with advanced standing against the modules which you have completed.

If you are an applicant for APL you will be required to submit evidence of completed work from your previous place of study and if these completed modules have previously been registered with the CIPD supporting evidence from the CIPD to that effect will be required. Each individual

	request for consideration will be assessed on a case by case basis by the course team.
12.	**Support for learning**
	Support for your learning will be available from before your study starts. Prior to your enrolment, you will have online access to details of registration and there may be some preparatory work which needs to be done prior to the start of the course. When you arrive you will undertake a one day development induction course elements of which will contribute to the BRPS module. Initially you will be provided with the basic information about your course and how it runs. This will encompass details of the course aims, teaching and learning strategy, introduce members of the teaching team, an outline of the timetable, assessment strategy, regulations and schedule, and an explanation of the course management processes such as student feedback mechanisms and course committees, along with course and university regulations, and the range of facilities available at the University and the University's support and guidance services. This is followed by focused academic and professional development sessions. Academic staff within the Business School have an excellent reputation for being approachable and enthusiastic about their subject area, with the course being designed around face-to-face contact with a wide range of specialists. This is highly valued by our students and distinguishes us from many of our competitors. You will have many opportunities to build relationships both with tutors and fellow participants throughout the course. You will be able to approach your course leader(s), or other members of the teaching team for support and guidance as required. The course leader and other course tutors also play an important pastoral role, and where appropriate, will direct you to University support and guidance services. A student dashboard enables you and your tutors to track your engagement and progress and log the minutes of your meetings. Our specialist careers advisors in the 'Working With You' team are also there to provide you with help and support in terms of your future career. Course Administrators are also an important part of your support arrangements. They should be the first port of call if you have concerns and course administrators can be a non-formal means of discussing problems, and a source of useful information and guidance. Nottingham Business School provides a high quality management learning environment designed to encourage creative thinking about real world issues confronting managers and their organisations. The School's professional approach to management education is supported by the latest communications and information technology, and extensive learning resources. The computing network offers 24-hour access to the University's computing facilities, and a range of services off-campus are also available, including email, electronic library services and access to a range of software. You will have access to a wealth of library materials including over 450,000 books (many of which are available as e-books), as well as an extensive audio-visual collection of videos and slides. Electronic library resources form a core part of the support to students, with over 200 databases and 9,000 electronic journals accessible by the e-library web portal. The LLR facilities include specific support for part-time and distance learners such as extended privileges, renewing books online, and providing access to libraries

closer to you through the UK Libraries Plus scheme. You will have free access to leading resources such as Office 365, ft.com and Qualtrics.

We also recognise that you sometimes need help that falls outside the academic area. The University's Student Support Services offers dedicated professional support services for both international and home students. Our aim is to ensure that you have access to appropriate support for academic, financial and personal issues which might affect your experience at the university.

13.	**Graduate destinations/employability**

Undertaking this course will give you a wide insight into the different aspects of Human Resource Management you will have developed a wide range of skills and abilities that will enhance your employability prospects.

As a graduate of the PDHRM you will have a wide range of possible HR careers available to pursue either as a generalist or a specialist. For example, students who have graduated from a similar postgraduate course report that the learning has greatly helped their knowledge and ability to apply it and this in turn has enhanced credibility at work and improved their career prospects. One former student has been transferred from the East Midlands to work at a more senior level for his organisation in the USA.

Specialist careers advisers in NTU's employability team are there to help you identify strategies to enable you to effectively pursue your career goals. The focus of this will be on developing your skills and occupational awareness in ways that enable you to enhance your HR career opportunities.

14.	**Course standards and quality**

Management of each course is conducted through three formally constituted committees, the Board of Examiners, the Course Committee and the Course Enhancement Board (CEB). The Course Committee will be responsible for the overall quality assurance and management of the course. Its membership complies with the University's requirements as specified in the University's Academic Standards and Quality Handbook. Student representatives will also meet collectively with members of the School's Executive team once each term in a 'student forum', designed to facilitate communication between the student body and the management of the School.

Each course will also operate an annual 'course enhancement board' (CEB) Chaired by the Head of Postgraduate Courses, which consists of employers, alumni, students and staff to consider the overall strategic direction of the course. The CEB provides the external direction and input from employers and alumni to ensure the continuing relevance of course content.

Course standards and quality are maintained in a number of ways. You will have the opportunity to provide anonymous written feedback on each of the modules you study, and the course as a whole. You will also be able to offer your comments and suggestions through (or have the opportunity to be elected as) elected student course representatives, who attends course committees, the course enhancement boards and student forum meetings.

External examiner's report on the appropriateness of the curriculum, the quality of student work and the assessment process. All tutors have their teaching observed by their peers.

15.	**Assessment regulations** This course is subject to the University's Common Assessment Regulations (located in Section 16 of the Quality Handbook). Any course specific assessment features are described below:	
	It is necessary to note, however, that an award of a CIPD approved MSc in HRM or Postgraduate Diploma in HRM, and contrary to the University's Common Assessment Regulations for taught postgraduate courses, the compensation provisions for a failed module do not apply, a student must pass all modules.	
16.	**Additional Information**	
	Collaborative partner(s):	N/A
	Course referenced to national QAA Benchmark Statements:	Master's Degrees in Business and Management (QAA, 2007)
	Course recognised by:	Chartered Institute of Personnel and Development
	Date this course specification approved:	2016
	Any additional information:	