

**PROGRAMME SPECIFICATION
(Taught Postgraduate)**



1	Awarding Institution	Newcastle University
2	Teaching Institution	Newcastle University
3	Final Award	MSc
4	Programme Title	Global Human Resource Management Global Human Resource Management (with Study Abroad)
5	Programme Code	5291F 5483F
6	Programme Accreditation	Chartered Institute of Personnel and Development (CIPD)
7	QAA Subject Benchmark(s)	Master's Degrees in Business and Management
8	FHEQ Level	7
9	Last updated	May 2024

10 Programme Aims

The overall educational aim of the programme which are in line with the QAA benchmarks for Master's awards in Business and Management dated 2015 are:

1. To provide advanced study of the management of people in organisations and the changing context in which they operate.
2. To enable participants to prepare for and /or develop a career in human resource management.
3. To enable participants to obtain membership of the Chartered Institute of Personnel and Development (CIPD).
4. To enable participants to develop the ability to apply their knowledge and understanding of human resource management to complex issues both systematically and creatively.
5. To promote lifelong learning and development so that individuals will be able to work with self-direction and originality and contribute to business and society at large.
6. Offer students the opportunity to develop graduate attributes which increase employability, particularly communication and (where applicable) language skills, intercultural competencies, adaptability, resilience and global awareness.
7. Gain insight into international Higher Education and experience differences in academic approach and learning environment.
8. Provide the opportunity to experience new areas of study outside of their usual programme of study at Newcastle University.

More specifically the aims are:

1. To provide advanced study of the management of people in a variety of organisational contexts.
2. To produce graduates with the necessary specialist knowledge and skills appropriate to the pursuit of careers in human resource management, personnel

management, training, management development, organisation development and human resource management consulting.

3. To expose students to a variety of learning experiences.
4. To develop transferable skills including report writing, personal and interpersonal skills, presentation skills, group working skills and an appreciation of working in a multicultural environment.
5. To produce graduates able to understand, explain and apply an integrated approach to the management of people as a means of improving organisational performance.
6. To provide an understanding of the contribution of life-long learning and personal development to both individual and organisational development.
7. To ensure that students seeking membership of the Chartered Institute of Personnel and Development (CIPD) meet CIPD standards of achievement.
8. To produce highly marketable graduates of human resource management who are able to make an immediate contribution to their organisation.
9. To provide a programme which complies with University procedures and policies and QAA codes of practice and satisfies the requirements of the FHEQ for a level 7 award.
10. The programme aims to meet the requirements of the QAA Benchmark Statement for Master's awards in Business and Management.

11 Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas. The programme outcomes have references to the benchmark statements for Business and Management.

Knowledge and Understanding

On completing the programme students should be able to critically evaluate:

- A1 Contemporary approaches to human resource management and development and their impact on business performance.
- A2 The management of people in a global economy.
- A3 The role of human resourcing and development in enhancing employee performance, well-being and organisational effectiveness.
- A4 The legal and institutional context of the management of people in organisations, including relevant international institutions.
- A5 The significance of the internal organisational environment, relationships to other managers, and the range of options for the delivery of human resource management functions in different national contexts.
- A6 The impact of changes in the wider social and economic climate on the management of human resources.
- A7 The nature and importance of the ethical issues in human resource management, critical challenges to the human resource practitioner, diversity and professional considerations.
- A8 The potential contribution of effective employment relations to the enhancement of employee work performance, well-being and organisational effectiveness, the practice of employee relations in different nation states.
- A9 The role and function of information technology in supporting human resource management.

<p>A10 The principles and techniques of research method and design, the ways in which business research is located in the broader corpus of the social sciences.</p> <p>A11 Demonstrate the ability to adapt to different learning environments and cultures</p>
<p>Teaching and Learning Methods</p> <p>The primary mode of instruction is via lectures and staff led discussion, supplemented by practical exercises including the use of case studies. Students are encouraged to employ reading lists to broaden subject knowledge and to use appropriate business cases, legal decisions and new developments to ensure up to date knowledge of theory and practice. External speakers may be brought in, students are encouraged to critically evaluate these sessions in the light of their developing knowledge. (A1 – 10).</p>

<p>Assessment Strategy</p> <p>Knowledge (A1-10) is assessed by a mix of unseen examinations, supported by assignments which are selected to best reflect the subject being studied. In addition, a capstone project is produced, which may comprise of either a research-based dissertation or practice-based project (herein both referred to as capstone).</p>

<p style="text-align: center;">Intellectual Skills</p> <p>On completing the programme students should be able to display:</p> <ul style="list-style-type: none"> B1 The ability to evaluate evidence critically, reach conclusions and present findings. B2 The ability to solve problems within the context of the global business environment with particular emphasis on the management of people. B3 The ability to integrate evidence from a variety of sources to effect improvement in the management of people. B4 The ability to contribute effectively to the planning, design and implementation of projects.

<p>Teaching and Learning Methods</p> <p>Students learn by completing case studies, role play exercises, group and individual exercises, the presentation of findings and designing and completing a research project. (B1 - 4).</p>
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<p>Assessment Strategy</p> <p>Intellectual skills (B1-4) are assessed by a mix of unseen examinations, supported by assignments which are selected to best reflect the subject being studied. In addition, research skills are assessed within the capstone project. If CIPD membership is sought, a management report is also produced within the capstone.</p>

<p style="text-align: center;">Practical Skills</p> <p>On completing the programme students should be:</p> <ul style="list-style-type: none"> C1 Capable of Implementing appropriate people management and development policies and strategies, maximising the contribution of human resources while optimising the interests of key stakeholders in different organisational environments. C2 Able to demonstrate an ethical sensibility towards the practice of global HRM. C3 Able to appreciate the significance of the legal and institutional context of global HRM and implications for the role of the practitioner. C4 Able to manipulate people management and development databases, providing relevant guidance and advice C5 Able to implement effective processes for the recruitment, selection, retention and development of employees in an international context.

C6	Able to work collaboratively with relevant stakeholders in resolving human resource issues and problems.
C7	Able to work in partnership with other stakeholders to develop procedures and processes that enhance the commitment of employees and resolve work conflict.
C8	Able to make recommendations concerning arrangements for the organisation and delivery of people management services, including ways of assessing the contribution of people management to organisational success.
C9	Able to provide advice about how to motivate and reward people so as to maximise employee contributions to organisational performance.

Teaching and Learning Methods

Students are required to apply their knowledge of key skills to practical situations, for example by relevant case studies in international settings (C3), carrying out analysis of the strategy of organisations and relating these to the management of people (C1). Practical exercises such as role play are used to develop key employee relations skills (C7) with tutor and peer review and to develop information management competencies (C4). Case studies conducted as group exercises with tutor feedback will enable students to develop ethical awareness, skills in managing stakeholder relationships, the effective management of human resourcing and development and in organising and assessing the delivery of HR services (C2, C5, C6, C8). Group exercises will assist in developing skills in motivation (C9).

Assessment Strategy

Practical skills (C1-9) are assessed by a mix of unseen examinations, supported by assignments and other assessed exercises which are selected to best reflect the subject being studied. In addition, research skills are assessed within the capstone project. If CIPD membership is sought, a management report is also produced within the capstone.

Transferable/Key Skills

On completing the programme students should be able to display:

- D1 The ability to present both in writing and orally.
- D2 The ability to work independently.
- D3 The ability to work as part of a team.
- D4 The ability to solve problems.
- D5 Adapt and operate in a different cultural environment

Teaching and Learning Methods

Students experience problem solving in case studies, group exercises and assignments. (D4) They develop presentation, team-working skills and the ability to work independently. (D1, D2, D3).

Assessment Strategy

Transferable skills (D1-4) assessed by a mix of unseen examinations, open book examinations, supported by assignments which are selected to best reflect the subject being studied. In addition, research skills are assessed within the capstone project. If CIPD membership is sought, a management report is also produced within the capstone.

12 Programme Curriculum, Structure and Features

Basic structure of the programme

The programme is studied over one year on a full-time basis.

The full-time programme comprises 180 credits and is split into two distinct aspects.

Aspect 1 provides students initially with knowledge and skills associated with general management and people management and development in an international context.

Students subsequently develop their knowledge and skills in key areas of international human resource management and pursue more specialist study.

Aspect 2 research methods teaching is designed to provide students with the necessary training to undertake advanced level research in business and management. The capstone projects are designed to allow students to demonstrate the range of knowledge and skills they have gained throughout the programme within the context of a human resource management problem.

i Programme Features

Core programme: 120 credits
Capstone project: 60 credits
Total: 180 credits

ii Curriculum and Structure

The modules fall into two broad groups with related skill sets – taught modules in the earlier stages of the programme, a final capstone project and if applicable, for CIPD membership, a management report enabling students to apply their knowledge and skills is produced.

Optional international experience – following successful completion of taught elements

Following the completion of all taught elements of the programme, registrants will have the option to undertake one additional semester of study with an existing NUBS partner institution. The exchange period will begin in late September/early October (depending on the destination institution) following the submission of the capstone project. Students participating in an exchange will be instructed to select partner modules which will add value to their NUBS degree, focussing on subjects that will enhance their graduate employability prospects.

Key features of the programme (including what makes the programme distinctive)

The programme aims to facilitate the development of human resource practitioners, sensitising them to their ethical responsibilities. The programme also offers participants the opportunity to enhance their graduate employment prospects by improving their intercultural understanding and communication skills by offering an optional semester exchange abroad at one of NUBS' existing partner institutions.

Programme regulations (link to on-line version)

[5291 Programme Regulations 24-25](#)

13 Support for Student Learning

Generic information regarding University provision is available [here](#).

The University also offers a wide range of institutional services and support upon which students can call, such as the Writing Development Centre (based at Newcastle Campus), Careers Service and Student Wellbeing Service. This includes one-to-one counselling and guidance or group sessions / workshops on a range of topics, such as emotional issues

14 Methods for evaluating and improving the quality and standards of teaching and learning

Generic information regarding University provision is available [here](#).

Accreditation reports

The programme is accredited by the CIPD.

Additional mechanisms

None

15 Regulation of assessment

Generic information regarding University provision is available [here](#).

In addition, information relating to the programme is provided in:

The University Prospectus: <http://www.ncl.ac.uk/postgraduate/courses/>

Degree Programme and University Regulations: <http://www.ncl.ac.uk/regulations/docs/>

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