

Postgraduate Programme Specification

MSc Human Resource Management

This specification provides a summary of the main features of the programme and learning outcomes that a student might reasonably be expected to achieve and demonstrate where full advantage is taken of all learning opportunities offered. Further details on the learning, teaching and assessment approach for the programme and modules can be accessed on the University website and Virtual Learning Environment, GCU Learn. All programmes of the University are subject to the University's [Quality Assurance](#) processes.

1. GENERAL INFORMATION			
Programme Title	Master of Science in Human Resource Management		
Final Award	Master of Science in Human Resource Management		
Awarding Body	Glasgow Caledonian University		
School	Glasgow School for Business and Society		
Department	People and Organisations		
Mode of Study	Full-time Part-time		
Location of Delivery	Any GCU Campus		
UCAS Code	N/A		
Accreditations (PSRB)	Chartered Institute of Personnel and Development: Society for Human Resource Management		
Period of Approval	From:	September 2023	To: August 2028

2. EDUCATIONAL AIMS OF PROGRAMME
The MSc HRM FT/PT aims to provide a robust, academic and functionally relevant framework to deliver academic awards to support the career preparedness and/or continuing development of those aspiring to hold, or who are currently holding, operational, strategic, generalist or specialist roles in Human Resource Management, Human Resource Development, the people profession, people management or organisational leadership. This Chartered Institute of Personnel and Development (CIPD) accredited (with mutual recognition from the Australian HR Institute) and Society for Human Resource Management (SHRM) curriculum-recognised programme is designed to meet the growing needs of people professionals who require international perspectives and global mind-sets within a strong ethical and professional identity. Accordingly, the MSc HRM develops students' knowledge, skills and competencies in relation to the people profession in culturally diverse settings both in the U.K. and in globalised environments, but also has particular relevance for those who require to apply knowledge of U.K. employment legislation and U.K. employment relations climates in their professional careers, elements which are key employer requirements in the U.K. labour market. The programme is designed to help students develop the GCU Common Attributes of: Active Global Citizenship; Entrepreneurial Mind-Set; Systems Thinking; Responsible Leadership; Resilience, Compassion and Empathy; and Confidence. In line with Glasgow School for Business and Society's (GSBS) commitment to the Common Good, the United Nation's 'Principles for Responsible Management Education' (PRME) and Sustainable Development Goals, the programme's curriculum also emphasises: the ethical treatment and management of employees; the reduction of inequalities; good health and wellbeing in the workplace; corporate social

responsibility; quality education and responsible employee development; decent work and economic growth; and peace, justice and strong institutions.

The programme delivers a contemporary and exciting curriculum within an encouraging, supportive and inclusive learning environment to facilitate student engagement and the maximisation of individual learning and development. With a coverage of both generalised and specialist knowledge, support for academic development, a balanced structure of study including self-managed learning, and a variety of assessment modes, skills assessments and personal competency development, the programme's curriculum is purposefully designed to optimise the top baseline and specialised knowledge as well as the skills graduate employers in the people profession are looking for.

Accordingly, the MSc HRM aims to:

1. Develop students' critical appreciation and evaluation of theory in relation to core and specialist HRM areas, requiring demonstration of an enquiring and analytical approach;
2. Develop student's ability to apply theory to HRM strategies, policies and practices in dynamic local and global contexts;
3. Develop key skills, competencies and behaviours to positively impact others, the organization and society, and facilitate their own career advancement in people management through the development of a personal and professional identity as underpinned by GCU Common Good Attributes;
4. Enable students to utilize both knowledge and skills to develop the capability for creative thinking and innovative problem solving to enhance organisational performance whilst addressing local and global, social and economic challenges through the ethical and responsible management of people;
5. Develop students' knowledge and critical appreciation of HR strategies and practices to prepare them to successfully manage and lead people in culturally diverse employment settings, both in the UK and in globalised environments, with particular emphasis on applied knowledge of current U.K. employment legislation and contemporary employment relations issues pertinent for people management careers in the U.K. labour market.

3. LEARNING OUTCOMES

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills, qualities and other attributes in the following areas:

A Knowledge and understanding;

- A1 Comprehensive theoretical and research-based grounding in contemporary Human Resource Management (HRM) and Human Resource Development (HRD) as applied to a range of local and international organisational contexts
- A2 Critical awareness of the impact of globalisation, international affairs, and internationalisation on organisational environments and people management
- A3 Critical understanding of the behaviour of individuals and groups in diverse organisational settings
- A4 Critical awareness of the contribution effective human resource management makes to sustainable organisational performance and people outcomes
- A5 Critical awareness of multi-level and stakeholder perspectives on key HRM and HRD issues
- A6 Comprehensive knowledge of the use of people and financial data to provide insights into people issues within organisations

- A7 Advanced knowledge and critical understanding of the value and design of research and enquiry
- A8 Comprehensive appreciation of the CIPD Professional Map and how it links to reflective practice and professional identity development
- A9 Knowledge of current and future U.K. and international legal regulation which impacts the employment relationship and the implications for people management policies and practices at work
- A10 Knowledge and understanding of the U.K. employment relations climate and contemporary issues, strategies, policies and practices which support the employee experience

B Practice: Applied knowledge, skills and understanding;

- B1 Responsible and ethical people management and leadership of diverse and multicultural workplaces within the global economy
- B2 Professionalism in designing and/or critically evaluating HRM strategies, policies and practices and their impact on organisations and people
- B3 Consultancy skills applied to HRM strategies, policies and practices; providing advice and guidance to managers
- B4 Interviewing skills
- B5 Coaching / mentoring / career counselling / training skills
- B6 National and international, internal and external environmental diagnostic and analysis skills
- B7 Business acumen, commercial awareness and the ability to identify organisational opportunities for change or growth
- B8 Application of the use of people and financial data to guide decision-making
- B9 Managing risk, change, uncertainty and ambiguity in the application of HRM strategy, policy and practice in dynamic and disruptive environments
- B10 Application of the CIPD Professional Map to personal reflective practice, professional identity, and continuing professional and career development
- B11 Ability to evaluate legal risks in the management of people in organisations and persuasively argue for the effective application of U.K. employment law to the development of policy, practice and decision making
- B12 Ability to apply knowledge and understanding of the U.K. employment relations climate to successfully manage and positively enhance the employee experience

C Generic cognitive skills;

- C1 Research skills: responsible retrieval, evaluation and interpretation of sources/data
- C2 Ability to critically review and synthesise relevant sources to extend knowledge and thinking on a required topic area
- C3 Critical thinking, discussion and evaluation skills
- C4 Ability to apply a disciplined approach to comprehensive evidence-based analysis, with attention to detail
- C5 Sophisticated diagnostic and problem solving skills
- C6 Creativity, original thinking and agility in decision-making with considerations of people and organisational implications

D Communication, numeracy and ICT skills

- D1 Effective and selective use of communication methods, MS Office and/or digital technologies to present ideas in a range of contexts
- D2 Professionalism in the use of a range of oral communications techniques when articulating ideas and concepts

- D3 Effective written communication: report, essay, project and/or reflective writing skills
- D4 Numeracy, quantitative and MS Excel skills in manipulating, analysing and interpreting financial and statistical data
- D5 Presentation skills including verbal and written communication in a variety of formats
- D6 Interpersonal communication skills including questioning and listening, influencing and persuading, advising others and giving feedback

E Autonomy, accountability and working with others.

- E1 Personal ability to apply the UN Sustainable Development Goals, ethical decision making and responsible leadership to one's own professional practice as well as people management strategies and practices in the workplace, and make a positive difference
- E2 Self-awareness, self-knowledge, self-evaluation and self-management; continuing personal, career and professional identity development
- E3 Self-efficacy, confidence and taking ownership; self-reliance, independent learning and working; personally reflecting and acting on constructive feedback
- E4 Self-discipline, time management, planning and organisation skills
- E5 Interpersonal and group working competencies including emotional intelligence, relationship building, regard for others, negotiation and conflict resolution
- E6 Adaptability, resilience and openness to change

4. LEARNING AND TEACHING METHODS

The programme provides a variety of learning and teaching methods. Programme and Module specific guidance will provide detail of the learning and teaching methods specific to each module.

Across the programme the learning and teaching methods and approaches may include the following:

- Lectures
- Seminars
- Practical classes
- Placements
- Simulation experiences
- Groupwork
- Flipped classroom approaches
- Online learning

The above approaches may be delivered either in person or online as appropriate and determined at module level by the Module Leader.

5. ASSESSMENT METHODS

The programme provides a variety of formative and summative assessment methods. Programme and Module specific guidance will provide detail of the assessment methods specific to each module.

Across the programme the assessment methods may include the following:

- Written coursework (essays, reports, case studies, dissertation, literature review)
- Oral coursework (presentations, structured conversations)

- Practical Assessment (Placement, VIVA, Laboratory work)
- Group work
- Blogs and Wikis
- Portfolio Presentations
- Formal Examinations and Class Tests

The above assessments may be delivered either in person and online as appropriate and determined at module level by the Module Leader.

6. ENTRY REQUIREMENTS

Specific entry requirements for this programme can be found on the prospectus and study pages on the GCU website at this location: www.gcu.ac.uk/study

The Course webpage specific to this Programme is:

All students entering the programme are required to adhere to the [GCU Code of Student Conduct](#).

7. PROGRAMME STRUCTURE AND AVAILABLE AND FINAL EXIT AWARDS¹

The following modules are delivered as part of this programme:

Module Code	Module Title	Core or Optional	SCQF Level	Credit Size	Coursework %	Examination %	Practical %
MMN630212	Human Resource Development*	Core	11	15	70/30	0	0
MMN230782	Postgraduate Research Methods*		11	15	60/40	0	0
MMN630255	Managing Employment Relations and the Employee Experience*	Core	11	15	30/70	0	0
MMN630216	Resourcing and Talent Management*	Core	11	15	30/70	0	0
MMN630211	Developing Professional Identity for the People Profession*	Core	11	15	100	0	0
MMN230214	Leading Responsible Change*	Core	11	15	100	0	0
MMN630209	Developing Leadership for the Common Good	Core	11	15	100	0	0
MMN230217	Strategic Organisational Performance Analytics*	Core	11	15	30/70	0	0
MMM230210	Applied Employment Law*	Core	11	15	40/60	0	0
MMN230182	Masters Research Project	Core	11	15	100	0	0

Students undertaking the programme on a full-time basis commencing in September of each year will undertake the modules in the order presented above. This may be subject to variation for students commencing the programme at other times of year (e.g. January) and/or undertaking the programme on a part-time or distance learning mode of delivery.

The following final and early Exit Awards are available from this programme²:

Postgraduate Certificate in Human Resource Management (without CIPD accreditation)- *achieved upon successful completion of 60 credits which must include 4 HRM programme taught modules from the modules listed above denoted by an asterisk* (excluding Developing Leadership for the Common Good [15 credits] and the Masters Research Project [45 credits]), to achieve 60 credit points at SCQF level 11.*

Postgraduate Diploma in Human Resource Management (with CIPD accreditation)- *achieved upon successful completion of 120 credits which must include all 8 stipulated HRM programme taught modules denoted by an asterisk* above (excluding Developing Leadership for the Common Good [15 credits] and the Masters Research Project [45 credits]) to achieve 120 credit points at SCQF level 11.*

¹ Periodically, programmes and modules may be subject to change or cancellation. Further information on this can be found on the GCU website here:

www.gcu.ac.uk/currentstudents/essentials/policiesandprocedures/changesandcancellationtoprogrammes

² Please refer to the [GCU Qualifications Framework](#) for the minimum credits required for each level of award and the Programme Handbook for requirements on any specified or prohibited module combinations for each award.

Postgraduate Diploma in Human Resource Management (without CIPD accreditation)- *achieved upon successful completion of 120 credits which must include 7 taught modules denoted by an asterisk* above and Developing Leadership for the Common Good [15 credits]; or include the Masters Research Project [45 credits] with a minimum of 75 credits being achieved in the programme's other taught modules denoted by an asterisk* above (excluding Developing Leadership for the Common Good [15 credits]).*

Master of Science in Human Resource Management (with CIPD accreditation)- *achieved upon successful completion of 180 credits which must include the modules asterisked above.*

8. ASSESSMENT REGULATIONS

Students should expect to complete their programme of study under the GCU Assessment Regulations that were in place at the commencement of their studies on that programme, unless proposed changes to University Regulations are advantageous to students. These can be found at:

<https://www.gcu.ac.uk/aboutgcu/services-and-facilities/qualityassuranceandenhancement/regulations-and-policies>

In addition to the GCU Assessment Regulations noted above, this programme is subject to Programme Specific Regulations in line with the following approved Exceptions:

Case No: 95

Details: IELTS 6.0 with no element less than 5.5

VERSION CONTROL (to be completed in line with AQPP processes)

Any changes to the PSP must be recorded below by the programme team to ensure accuracy of the programme of study being offered.

Version Number	Changes/Updates	Date Changes/Updates made	Date Effective From
1.0	Transferred PSP to new template	December 2025	September 2025
2.0	IELTS moved from 6.5 to 6.0	December 2025	May 2026