Programme Specification 2025-26

1.	Programme title	MA Human Resource Management
2.	Awarding institution	Middlesex University
3a	Teaching institution	Middlesex University London
3b	Language of study	English

4a	Valid intake dates and mode of study

Mode of Study	Cohort	Delivery Location	Duration
Full-time (FT)	Semester 1	Hendon	1 Years
Part-time (PT)	Semester 1	Hendon	2 Years

4c	Delivery method	On Campus/Blended Learning

5. Professional/Statutory/Regulatory body (if applicable)
Chartered Institute of Personnel and Development (CIPD)

6.	Apprenticeship Standard (if applicable)	N/A

7. Final qualification(s) available
Target Award Title(s)
MA Human Resource Management
Exit Award Title(s)
PGCert Human Resource Management
PGDip Human Resource Management

8. Academic year effective from	2025-26

9. Criteria for admission to the programme
Applicants must have a good honours degree (2:2 and above) from a UK University, or the equivalent from a recognised overseas University, or an equivalent recognised qualification.

The equivalence of qualifications from outside the UK will be determined according to NARIC guidelines.

Students whose first language is not English will need to demonstrate English language proficiency in addition to the other entry requirements. A minimum IELTS score of 6.0 overall, with a minimum of 6.0 in Reading and Writing and minimum of 5.5 in Listening and Speaking, or an equivalent qualification recognised by Middlesex University must be obtained.

The University aims to ensure that its admissions processes are fair, open and transparent and aims to admit students who, regardless of their background, demonstrate potential to successfully complete their chosen programme of study where a suitable place exists and where entry criteria are met. The University values diversity and is committed to equality in education and students are selected on the basis of their individual merits, abilities and aptitudes. The University ensures that the operation of admissions processes and application of entry criteria are untaken in compliance with the Equality Act.

We take a personalised but fair approach to how we make offers. We feel it's important that our applicants continue to aspire to achieving great results and make offers which take into account pieces of information provided to us on the application form.

This includes recognition of previous learning and experience. If you have been working, or you have other learning experience that is relevant to your course, then we can count this towards your entry requirements and even certain modules once you start studying.

10. Aims of the programme

The programme aims to:

The MA Human Resource Management programme aims to integrate contemporary HRM theory with professional practice, emphasising applied learning, technological and analytical competencies, and global cross-cultural awareness. The programme equips students with the critical knowledge, strategic skills, and ethical leadership capabilities required to excel in people management and organisational development. Graduates will be prepared for dynamic careers across diverse industries, effectively managing human capital in an evolving global business environment.

This aim will be achieved through:

•developing students' competence in applying a range of strategically integrated people management and development theories and concepts to the practice of global human resource management;

•equipping students with the ability to critically evaluate theory, policy and practice using a range of research methods and data analysis techniques;

•enhancing students' critical and analytical skills to evaluate and understand the theoretical foundations on which evidence-based global people management and development practices rely;

•providing students with the knowledge and skills necessary for a career in a diverse range

of business organisations;

•strengthening students' ability to communicate ideas effectively, formulate cogent arguments, and present research findings; and

•enabling students to conduct rigorous applied research through the dissertation.

11.	**Programme learning outcomes**

Programme - Knowledge and Understanding

On completion of this programme the successful student will have a knowledge and understanding of:

1. business strategy, leadership, and the strategic role of human resource management, along with their impact on Key Performance Indicators (KPIs);

2. a range of theoretical perspectives, policies, and practices in the managing and developing people within a global context throughout the employee life-cycle, as well as the principles and ethics that underpin professional practice;

3. the role of metrics and analytics in the developing evidence-based professional practice, including specialist areas such as reward and performance management within human resource management and their interrelationships;

4. insights into key issues related to the psychology of work or managing effective organisational development and change;

5. research philosophy, methodology, methods, and data analysis for both primary and secondary research

Programme - Skills

On completion of this programme the successful student will be able to:

6. critically analyse, review, evaluate and synthesise theoretical perspectives and core concepts of global people management and development;

7. apply the relevant theories and core concepts to practical problems and situations

8. demonstrate a critical understanding of the application of metrics and analytics for interrogating data, making informed decisions, and solving complex problems;

9. construct and present well-reasoned, reflective, and, where appropriate, innovative arguments that demonstrate an advanced understanding of the professional practice of strategic global people management and development, while critically evaluating its alignment with overall business strategy;

10. undertake rigorous research to critically review relevant literature, policies, and practices in people management development, and effectively organise, structure and manage an applied research project;

11. gain insight from experiential learning and reflection on effective business decisions, leading to the development of informed and evidence-based decision-making processes.

    N.B Skills programme outcome 11 will only be met by those students who take the professional experience programme.

12. Teaching/learning methods

Large-group interactive classes, seminars, and workshops will contextualise key concepts and reinforce them through practical in-class exercises. Students will deepen their understanding through guided reading of textbooks and relevant academic and professional literature.

Seminars and workshops will enhance cognitive skills by engaging students in real-world problem-solving, critical analysis of contemporary practices and policies, and the development of rationalised solutions.

In large-group sessions, students will receive structured guidance on self-development, focusing on the competencies needed for independent research and reflection. These skills will support their dissertation or final project, where they will apply theoretical knowledge to a specific contemporary issue and produce a substantial analytical work.

Approx. number of timetabled hours per week (at each level of study, as appropriate), including on-campus and online hours
FT 12.5
PT 5/7.5

Approx. number of hours of independent study per week (at each level of study, as appropriate)
FT 37.5
PT 20/17.5

Approx. number of hours on placement (including placement, work-based learning or year abroad, as appropriate).
FT 1,680 (12 months)
PT   N/A

13. Employability

13a Development of graduate competencies

13b Employability development

The programme is designed to engage students' curiosity and learning with topics that require both technological agility and problem-solving skills. Students will develop resilience and adaptability through engaging in assessment tasks and learn to communicate with empathy and inclusion through class discussions and presentations. Collaborative innovation, leadership and influence, and entrepreneurship are designed into assessments and interactive activities within workshops The dissertation will develop skills to solve practical business challenges and further develop curiosity and learning, resilience and adaptability, independent thought and commercial awareness.

The programme will also run a personal and professional development workshop series (My Future) to further enhance student ability to articulate their skills and competencies and evidence their development. and programme-specific workshop(s) focusing on CIPD behaviours.

M.A. Human Resource Management is designed to allow students whose career choices lie in Human Resource Management to develop their ability to critically review and evaluate knowledge of theory and practice, analytical skills, acquire a body of knowledge, and be exposed to the frontiers of the subject, such as EDI, ESGs and metrics and data.

13c Placement and work experience opportunities (if applicable)

Students on the Professional Experience programme will take either a 12-month placement. If a student cannot secure a placement or are short of a maximum of 30 taught credits they will have the option to take either the Business Transformation Project (24-month programme).

Students are responsible for securing their own placement but will have support available from our employability service, MDXworks.
If a suitable placement opportunity has not been identified before the start of the placement module due to unsuccessful applications or unsuitability and students choose not to take the relevant project module, they will then be transferred to the non-experience programme upon successful completion of the dissertation or project module.

Before enrolling on the placement module, a student will go through the usual application process including an interview for the role.

During the placement, the teaching and learning will mentor students, focusing on work-based learning with the support of the lecturer and MDXworks.

13d Future careers / progression

Potential careers span a wide range, from HR consultants, managers officers and advisors within all sectors, general management roles and in HR specialisms for example in; employee reward, analytics, learning and development

Our students have gained employment in HR roles in prestigious organisations including John Lewis, Accenture, Warner Music, Barclays, and RBS.

Some students may wish to continue their studies by embarking on a PhD.

14. Assessment methods

Students' knowledge and understanding are assessed through a range of activities, including business proposals, consultancy projects, training interventions, presentations, written assignments, and the research and writing undertaken for their dissertation.

Cognitive skills are evaluated through coursework that requires students to access, analyse, and interpret data and literature to develop reports and business proposals. The dissertation provides an opportunity to critically evaluate, design, and propose solutions or future research directions.

Formative assessment—including drafts, peer discussions, and in-class activities—supports students' learning and directly contributes to their summative assessments. Formative feedback is provided throughout the programme to guide students in refining their work and developing advanced analytical and problem-solving skills.

15. Programme Structure (level of study, modules, credits and progression requirements)

Structure is indicative for Part-time routes.

Students must take all of the compulsory modules and choose following programme requirements from the optional modules.

Non-compensatable modules are noted below.

Available Pathways

MA Human Resource Management with Professional Experience (24 months)

Year 1 Level 7 FT and PT

Code	Type	Module Title	Credits at FHEQ Level
HRM4331	Compulsory	Managing Talent through the Employee Life Cycle 2025-26	30 at Level 7
HRM4332	Compulsory	Performance Management 2025-26	15 at Level 7
MGT4925	Compulsory	Strategy and Leadership 2025-26	30 at Level 7
HRM4334	Compulsory	HR Data, Metrics and Analytics 2025-26	15 at Level 7
HRM4333	Compulsory	Reward Management 2025-26	15 at Level 7
MGT4949	Compulsory	Research Methods and Dissertation 2025-26	60 at Level 7

Year 1 Level 7 FT

Code	Type	Module Title	Credits at FHEQ Level
HRM4335	Optional	Psychology of Work 2025-26	15 at Level 7
HRM4336	Optional	Organisational Development and Change 2025-26	15 at Level 7

Year 1 MA Human Resource Management with Professional Experience (24 months) FT

Code	Type	Module Title	Credits at FHEQ Level
MGT4942	Compulsory	Preparing for the Professional Placement 2025-26	0 at Level 7

Year 2 Level 7 PT

Code	Type	Module Title	Credits at FHEQ Level
HRM4332	Compulsory	Performance Management 2026-27	15 at Level 7
MGT4925	Compulsory	Strategy and Leadership 2026-27	30 at Level 7
MGT4949	Compulsory	Research Methods and Dissertation 2026-27	60 at Level 7

Year 2 Level 7 PT Optional Group - PT

Code	Type	Module Title	Credits at FHEQ Level
HRM4335	Optional	Psychology of Work 2026-27	15 at Level 7
HRM4336	Optional	Organisational Development and Change 2026-27	15 at Level 7

Year 2 Level 7 PT MA Human Resource Management with Professional Experience (24 months) FT

Code	Type	Module Title	Credits at FHEQ Level
MGT4940	Optional	Postgraduate Placement 2026-27	0 at Level 7
MGT4941	Optional	Business Transformation Project 2026-27	0 at Level 7

*Please refer to your programme page on the website re availability of option modules

16. Programme-specific support for learning
•Programme induction workshops provide essential university and programme related information. •All academic staff hold weekly office hours designated for meetings with students to discuss programme or module related issues or more general inquiries. •Programme and module handbooks provide comprehensive programme and module related information. •MyLearning provide information and resources to support students in their studies, including key learning materials and links to resources. •Learning Enhancement offer courses, workshops, one-to-one appointments and online resources to support students with study skills, literacy and numeracy. •Middlesex University Library and dedicated subject librarians provide guidance and access to specialist learning resources i.e., journals, textbooks, reports etc. •UniHelp is University's central service through which students can access guidance, advice and support on any aspect of their life as a student. •Counselling and Mental Health Team provides mental wellbeing support and counselling service to help students manage any challenges affecting them during their study. •Disability and Dyslexia Service offer guidance and advice for students with learning difficulty or medical condition and arrange appropriate support. •Progression and Support Team provide support and advice for students in issues related to their engagement, attendance and progression. •Middlesex University Careers and Employability Service (MDXWorks) provide a range of opportunities and services to support students career development, including access to specialist advisers in business and management. •International Student Advice Team provide information and advice on visa and immigration.

17. HECos code(s)	100078: Business and Management

18. Relevant QAA subject benchmark(s)	

19. University Regulations
This programme will run in line with general University Regulations: Policies	Middlesex University Middlesex university regulations apply to this programme: Policies	Middlesex University (mdx.ac.uk)

20. Reference points
•QAA Subject Benchmark Statement: Master's Degree's Business and Management 2023. Subject Benchmark Statement: Master's Degrees in Business and Management •QAA Subject Benchmark Statement: Business and Management – the basics 2023. •The UK Quality Code for Higher Education 2023. •The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies 2024. •QAA and Advance HE; Education for Sustainable Development Guidance.

- Middlesex University Regulations 2023-24.
- Middlesex University Strategy 2031 – Knowledge into Action.
- Middlesex University Post Graduate Competencies.
- Middlesex University 2031 Learning Framework.
- Middlesex University Learning and Quality Enhancement Handbook (LQEH)
https://www.mdx.ac.uk/about-us/policies/academic-quality/handbook

21. Other information *(if applicable)*

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if they take full advantage of the learning opportunities that are provided. More detailed information about the programme can be found in the rest of your programme handbook and the university regulations.

Programme learning outcomes

Knowledge and understanding

A1	business strategy, leadership, and the strategic role of human resource management, along with their impact on Key Performance Indicators (KPIs);
A2	a range of theoretical perspectives, policies, and practices in the managing and developing people within a global context throughout the employee life-cycle, as well as the principles and ethics that underpin professional practice;
A3	the role of metrics and analytics in the developing evidence-based professional practice, including specialist areas such as reward and performance management within human resource management and their interrelationships;
A4	insights into key issues related to the psychology of work or managing effective organisational development and change;
A5	research philosophy, methodology, methods, and data analysis for both primary and secondary research

Skills

B1	critically analyse, review, evaluate and synthesise theoretical perspectives and core concepts of global people management and development;
B2	apply the relevant theories and core concepts to practical problems and situations
B3	demonstrate a critical understanding of the application of metrics and analytics for interrogating data, making informed decisions, and solving complex problems;
B4	construct and present well-reasoned, reflective, and, where appropriate, innovative arguments that demonstrate an advanced understanding of the professional practice of strategic global people management and development, while critically evaluating its alignment with overall business strategy
B5	undertake rigorous research to critically review relevant literature, policies, and practices in people management development, and effectively organise, structure and manage a applied research project.
B6	gain insight from experiential learning and reflection on effective business decisions, leading to the development of informed and evidence-based decision-making processes.

Programme learning outcomes - Highest level achieved by graduates

A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	B6
7	7	7	7	7	7	7	7	7	7	7

Module Title Level 7	Module Code	A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	B6
Managing Talent through the Employee Life Cycle	HRM4331		x		x		x	x	x	x		
Performance Management	HRM4332	x	x				x	x		x		
Psychology of Work or Organisational Development and Change	HRM4335 HRM4336		x		x		x	x		x		
Strategy and Leadership	MGT4925	x	x		x		x	x		x		
Reward Management	HRM4333	x	x				x	x		x		
HR Data, Metrics and Analytics	HRM4334	x		x						x	x	
Research Methods and Dissertation	MGT4949		x			x	x	x	x	x	x	
Postgraduate Placement or Business Transformation Project	MGT4940 MGT4941											x