LIBF

MSc Human Resource Management

Contents

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General Information

UCAS Code	Award	Programme Title	Expected Duration	Study Mode
N/A	MSc	Human Resource Management	1 year 1.5 years 2 years	Full-time Part-time 1 Part-time 2
		Programme Code UK-LIBF-MAHRE		
	Exit Awards	• Postgraduate Diploma • Postgraduate Certificate		

Credit Count	**180 FHEQ credits**
Awarding Institution	The London Institute of Banking & Finance
Teaching Institution	The London Institute of Banking & Finance
Delivery Modes	• Face-to-face • On-Campus • Online – Synchronous • Online – Asynchronous

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Record of modifications			

Programme Overview

Programme Summary

As organisations continually evolve in a dynamic and ever more global business landscape, the effective management of human capital has become paramount for sustainable success. The MSc Human Resource Management programme is designed to meet the growing need for skilled Human Resource (HR) professionals who can navigate complexities, drive organisational development and optimise workforce potential in diverse and rapidly changing environments.

The programme covers a range of core modules such as Industrial and Organizational Psychology, Human Resource Management: Teams and Groups, Business Ethics and Corporate Governance and Talent Management & HR Development to provide you with a solid foundation in the key areas of human resource management. In addition to the core modules, you will have the opportunity to choose from a range of elective modules, such as Diversity Management, Seminar: New Work, Intercultural Management and Change Management & Organizational Development. These electives allow you to tailor the programme to your specific interests and career goals.

Upon completion of the MSc Human Resource Management programme, you will be equipped with the expertise and practical skills needed to address contemporary HR challenges, enabling you to become a valuable contributor to effective people management and organisational success in a rapidly evolving global economy.

Programme Aims

The MSc Human Resource Management programme aims to

- provide you with a comprehensive understanding of the fundamental theories, principles and practices in HR management;

- equip you with the skills, tools and frameworks necessary to effectively address contemporary HR management challenges in diverse organisational settings;

- enhance your ability to assess, design and implement HR management strategies aligned with organisational goals, considering ethical, legal and global perspectives;

- enable you to develop proficiency in utilising HR management tools, technologies and methodologies to optimise human resource management and drive organisational performance;

- develop your communication and interpersonal skills essential for effectively managing human resources and resolving complex HR management issues.

Employability & Graduate Outcomes

Graduates of this programme are likely to pursue careers in a number of areas in human resource and related fields including recruitment, training and development, management, HR compliance and HR consultancy. This programme of study supports graduates in developing the following employability skills:

- research skills

- analytical skills

- communication skills

- decision-making skills

- adaptability

- digital skills

Intended Learning Outcomes of the Programme

This programme has been developed in accordance with the QAA Subject Benchmark Statement for Master's Degrees in Business & Management (2023).

Please note: The programme's intended learning outcomes below are described at Master's level (Level 7).

On successful completion of this programme, you will be expected to:

L01   Demonstrate systematic knowledge and a critical understanding of theories, frameworks and practices in the field of human resource management and organisational psychology, informed by literature at the forefront of academic research and professional practice.

L02   Critically evaluate the fundamental underpinnings of legal frameworks, ethics and corporate governance and transfer them to the plethora of human resource-related challenges in organisations.

L03   Apply advanced knowledge of industrial and organisational psychology, human resource development and international labour law to address complex human resource management related matters in a national and international context.

L04 Systematically apply strategies of people analytics and big data to solve human resource management related questions and advanced business decision-making in complex and unpredictable contexts through evidence-based decisions.

L05 Develop innovative and systematic human resource and people development strategies to improve business operations within teams and across organisations, ensuring clear communication of decisions and conclusions.

L06 Develop strategies to enhance employee engagement, satisfaction and retention, demonstrating self-direction and originality in the process.

L07 Critically apply established techniques of research and inquiry to collect and evaluate a range of data, theories and information from a variety of sources in the broader domain of human resource management in a systematic and creative manner.

L08 Design, conduct and analyse an extended independent piece of research or business-related project from inception to completion in the absence of complete data and communicate conclusions and recommendations appropriate to both a specialist and non-specialist audience.

The Structure of the Programme

The MSc Human Resource Management programme is offered as a 1-year full-time programme or in part-time mode over a 1.5 or 2-year period.

The programme is divided into modules which include both compulsory and elective modules weighing 15 credits each and a thesis weighing 45 credits. All modules in the programme are assigned to Level 7.

To achieve the full Master's award, students need to complete modules with a combined weight of 180 credits, including the final thesis.

Table 1: Structure of the Programme

FT	PT 1	PT 2	Module Code	Module Name	Credit	Compulsory/ Elective
Semester 1	Semester 1	Semester 1	LIBFEXDLMWPAOP_E	Industrial and Organizational Psychology	15	C
			LIBFWAWAMWPM2-01_E	Human Resource Management: Teams and Groups	15	C
			LIBFWAWADLMARM-01	Advanced Research Methods	15	C
		Semester 2	LIBFWAWADLMBAEBECG	Business Ethics and Corporate Governance	15	C
Semester 2			LIBFWACSDLMTUP_E	Talent Management & HR Development	15	C
	Semester 2		LIBFEXDLMPMPABD_E	People Analytics and Big Data	15	C
		Semester 3	LIBFWAREDLMHRESCTILL	Seminar: Current Issues in International Labor Law	15	C
			LIBFWAREDLMSIHRM_E	Seminar: International Human Resource Management	15	C
	Semester 3		Elective		15	E
		Semester 4	LIBFMTDLMMTHES	Master Thesis	45	C

Table 2: List of Electives

Module Code	Module Name	Credit	Subject Area
LIBFEXDLMIOPDM	Diversity Management	15	n/a
LIBFEXDLMCMO1_E	Change Management & Organizational Development	15	n/a

LIBFWACSDLMINTIM_E	Intercultural Management	15	n/a
LIBFWAREDLMIOPSNW	Seminar: New Work	15	n/a
LIBFWAWADLMPMWHP1_E	Biohacking	15	n/a
LIBFEXDLMEBR_E	Employer Branding and Recruiting	15	n/a
LIBFIRPFSINTER	Internship[1]	15	n/a

Teaching, Learning & Assessment

Information about teaching, learning and assessment can be found in the Teaching, Learning and Assessment Strategy.

Our programmes are designed to:

- integrate theory with practice,
- develop your ability to critique and challenge models and theoretical frameworks,
- stimulate debate, discussion and research,
- foster a variety of academic skills,
- be accessible and inclusive, and
- develop global citizens.

You are expected to undertake a considerable amount of independent study, including reading, industry-related research and personal reflection.

Teaching Formats

The programme is designed to be offered in various teaching formats, for example online or via on-campus learning. The currently available delivery methods for this programme can be found on its dedicated page on the LIBF website.

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[1] Check eligibility before booking the module.

You will have access to both asynchronous and synchronous teaching formats.

Via the Course Feed in the virtual learning environment, myCampus, you will be able to contact the module tutor in a flexible and accessible way.

This is also where Intensive Live Sessions are conducted synchronously with video-based elements. They serve to answer students' individual questions as well as to allow for group discussions.

Additionally, Learning Sprints[2] will offer a seven-week intense learning experience in which the lecturers guide students through the learning material in a very structured manner, with the goal of successfully preparing them to take the final assessment at the end. During this time, frequent synchronous online meetings are held, offering keynote speeches and interactive tasks.

Both the Intensive Live Sessions and Learning Sprints are recorded to further assist asynchronous learning.

In the on-campus format, teaching and learning combines online and in-person learning in a *flipped* classroom concept. Traditional classroom activities like lectures are conducted online via the learning platform, while in-class time is used for interactive work. On-campus elements like study groups and library study time complement this approach.

Learning Resources

You will have access to a wide range of resources, which may include the following:

- myCampus: This Moodle-based central information and digital learning platform is organised based on programmes and modules. On the respective module pages in myCampus, you can access all study materials (e.g., course books (i.e., text books), reading lists, practice exams and video galleries) as well as the links to all related resources and databases (e.g., MS Teams, links to the library for further reading, contact details of lecturers, links to the booking tool for online exams and the Turnitin submissions page). In the on-campus model you have access to the same learning platform, with slight adaptations made to accommodate, for example, differences in study sequence.

- Learnhub App: You can access your learning materials in a digital app and have all your notes and highlights synchronised. The app supports different learning

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[2] Offered only when the minimum number of participants is reached.

formats, such as reading and annotating course books, using different colour codes, assessing knowledge with interactive self-tests or watching the latest videos of the current module.

- Our comprehensive online library is aligned with the study content and kept up to date. Compulsory and further reading is mentioned in the course and module descriptions available for the students and aims to provide them with unlimited access.

Assessment & Feedback

Regulations relating to progression and assessment, including information on late submissions, are as set out in The London Institute of Banking & Finance's General and Academic Regulations for Students.

Assessment strategies follow The London Institute of Banking & Finance's Higher Education Accessible and Inclusive Learning Policy.

Assessment consists of both formative and summative approaches, and feedback and feedforward are provided as outlined in the London Institute of Banking & Finance's Higher Education Assessing Learning & Feedback Policy. The different types of assessment used by the London Institute of Banking & Finance are described in the Higher Education Types of Summative Assessment Guidance.

Module assessment methods are included in Module Handbooks which are made available in myCampus.

Credit and Award

Credit Framework

The MSc Human Resource Management programme is made up of 180 FHEQ credits. One credit approximates to 10 student effort hours; therefore, the total course requires an average of 1,800 hours effort. Typically, one ECTS credit is the equivalent to two UK credits, although this may vary depending on the individual European state's requirements.

Award

On successful completion of the full programme, you will be awarded the MSc Human Resource Management.

Regulations

The London Institute of Banking & Finance's General and Academic Regulations for Students detail

- regulations governing the award of credit,

- how grades for awards are granted,

- time limits for completion of programmes of study,

- capping of marks and regulations relating to the resitting of assessment components,

- academic misconduct (e.g., malpractice), and

- accreditation of prior learning (APL).

Exit Awards

In line with The London Institute of Banking & Finance's General and Academic Regulations for Students, the following applies:

Postgraduate Certificate (PgCert)	minimum of 60 credits, of which at least 40 credits must be at Level 7
Postgraduate Diploma (PgDip)	minimum of 120 credits, of which at least 90 credits must be at Level 7

Note: The London Institute of Banking & Finance does not award interim qualifications. For example, a student registered for the master's degree will not automatically be awarded a Postgraduate Diploma or Certificate on completion of the required number of credits.

Professional Recognition

Credits gained via accreditation of prior learning (APL) into our awards may mean that students will not get certain exemptions from other institutions' higher education or professional awards that may recognise our programmes.

Criteria for Admission

Normally, successful applicants will possess a 2.2 Honours degree (or equivalent) from a recognised institution.

Applicants not possessing this requirement may be considered if they can demonstrate their ability to achieve at this level and contribute to the debates, discussions and work of the learning set. In this case, applicants may be interviewed and/or required to submit a piece of written work in addition to their application to enable an assessment to be made of their suitability for the programme.

Applicants for whom English is not their first language would be expected to demonstrate their competence through achieving an IELTS score of 6.5 or above with no element below 6.0 (or equivalent). An online English test is offered (SPEEX) if IELTS not available. Alternatively, evidence you have previously studied in English at an appropriate level and at a recognised institution may be accepted.

Benchmarks

External

- QAA UK Quality Code, including:

    o Subject Benchmark Statement for Master's Degrees in Business & Management (2023)

    o Level 7 descriptors in the Framework for Higher Education Qualifications in England, Wales and Northern Ireland

    o Master's degree characteristics

    o The Frameworks for Higher Education Qualifications of UK Degree Awarding Bodies (FHEQ)

Internal

- The London Institute of Banking & Finance Code of Practice

- The London Institute of Banking & Finance General and Academic Regulations for Students

In addition, research with the relevant sector has been undertaken to ensure that the learning outcomes of the programme address identified skills and knowledge gaps.

Links

Teaching, Learning and Assessment Strategy

The London Institute of Banking & Finance's General and Academic Regulations for Students

The London Institute of Banking & Finance's Code of Practice for Quality Assurance, Chapter 3: Accreditation of Prior Learning (APL)

Accessible and Inclusive Learning Policy

Types of Summative Assessment

Higher Education Assessing Learning & Feedback Policy

Subject Benchmark Statement for Business & Management (Master's)

Framework for Higher Education Qualifications in England, Wales and Northern Ireland

Characteristics Statement: Master's Degree

Higher Education Credit Framework for England

Curriculum Map of Modules Against Intended Learning Outcomes of the Programme

Module Code	Module Name	Compulsory / Elective	Intended Learning Outcomes of the Programme							
			LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8
LIBFEXDLMWPAOP_E	Industrial and Organizational Psychology	C	X		X		X	X		
LIBFWAWAMWPM2-01_E	Human Resource Management: Teams and Groups	C	X				X	X		
LIBFWAWADLMARM-01	Advanced Research Methods	C							X	X
LIBFWAWADLMBAEBECG	Business Ethics and Corporate Governance	C		X					X	
LIBFWACSDLMTUP_E	Talent Management & HR Development	C	X	X	X		X	X		
LIBFEXDLMPMPABD_E	People Analytics and Big Data	C		X		X	X	X	X	
LIBFWAREDLMHRESCTILL	Seminar: Current Issues in International Labor Law	C		X	X				X	
LIBFWAREDLMSIHRM_E	Seminar: International Human Resource Management	C	X	X	X		X	X	X	
LIBFEXDLMIOPDM	Diversity Management	E	X	X	X		X	X		
LIBFEXDLMCMO1_E	Change Management & Organizational Development	E	X	X			X			
LIBFWACSDLMINTIM_E	Intercultural Management	E	X		X		X	X		
LIBFWAREDLMIOPSNW	Seminar: New Work	E						X		
LIBFWAWADLMPMWHP1_E	Biohacking	E						X		
LIBFEXDLMEBR_E	Employer Branding and Recruiting	E	X	X	X					
LIBFIRPFSINTER	Internship	E	X		X		X	X	X	
LIBFMTDLMMTHES	Master Thesis	C	X	X	X				X	X

This table shows the distribution of the programme's intended learning outcomes (as specified in the programme specification) across the programme modules.

Mapping of Teaching Formats and Types of Media Used in the Programme Modules

Module Code	Module Name	Compulsory / Elective	Type of Assessment[1]	Teaching Formats[2]			Types of Media[3]					
				CF	ILSE	LS[4]	CB	RL	OT	RB	V	PE
LIBFEXDLMWPAOP_E	Industrial and Organizational Psychology	C	EX	X	X	X	X	X	X		X	X
LIBFWAWAMWPM2-01_E	Human Resource Management: Teams and Groups	C	WAWA	X	X	X	X	X	X		X	
LIBFWAWADLMARM-01	Advanced Research Methods	C	WAWA	X	X	X	X	X	X		X	
LIBFWAWADLMBAEBECG	Business Ethics and Corporate Governance	C	WAWA	X	X	X	X	X	X		X	
LIBFWACSDLMTUP_E	Talent Management & HR Development	C	WACS	X	X	X	X	X	X		X	
LIBFEXDLMPMPABD_E	People Analytics and Big Data	C	EX	X	X	X	X	X	X		X	X
LIBFWAREDLMHRESCTILL	Seminar: Current Issues in International Labor Law	C	WARE	X	X	X						
LIBFWAREDLMSIHRM_E	Seminar: International Human Resource Management	C	WARE	X	X	X						
LIBFEXDLMIOPDM	Diversity Management	E	EX	X	X	X	X	X	X		X	X
LIBFEXDLMCMO1_E	Change Management and Organizational Development	E	EX	X	X	X	X	X	X		X	X
LIBFWACSDLMINTIM_E	Intercultural Management	E	WACS	X	X	X	X	X	X		X	
LIBFWAREDLMIOPSNW	Seminar: New Work	E	WARE	X	X	X						
LIBFWAWADLMPMWHP1_E	Biohacking	E	WAWA	X	X	X	X	X	X		X	
LIBFEXDLMEBR_E	Employer Branding and Recruiting	E	EX	X	X	X	X	X	X		X	X
LIBFIRPFSINTER	Internship	E	IRP	X	X	X						

LIBFMTDLMMTHES	Master Thesis	C	MT								

This table shows the distribution of teaching formats and types of media used in the programme modules.

[1]EX = Exam, WAWA = Written assignment, WACS = Case study, WARE = Research essay, WAPR = Project report, P = Portfolio, AW = Advanced Workbook, OARP = Oral Assignment + Reflection Paper, OPRRP = Oral Project Report + Reflection Paper, IRP = Internship Reflection Paper, BT/MT = Bachelor / Master Thesis

[2]CF = Course Feed, ILSE = Intensive Live Sessions, LS = Learning Sprints

[3]CB = Course Book, RL = Reading List, OT = Online Tests, RB = Review Book, V = Videos, PE = Practice Exams

[4]Offered only when the minimum number of participants is reached.