THE UNIVERSITY OF MANCHESTER
Postgraduate Programme Specification

1. GENERAL INFORMATION

Award	Programme Title	Duration	Mode of study
MSc	International Human Resource Management and Comparative Industrial Relations	12 months	Full Time
PgD	International Human Resource Management and Comparative Industrial Relations [Exit award based on credit accumulation]		
PgC	International Human Resource Management and Comparative Industrial Relations [Exit award based on credit accumulation]		

School	Alliance Manchester Business School
Faculty	Humanities
Awarding Institution	University of Manchester
Programme Accreditation	Chartered Institute of Personnel and Development
Relevant QAA benchmark(s)	Masters Awards in Business and Management The programme has been developed at Level M in accordance with the QAA's Framework for Higher Education Qualifications

2. AIMS OF THE PROGRAMME

The programme aims to:

01.	Provide students with theoretical and practical understanding of the macro-, meso- and micro-level factors that shape employment policies and practices in a variety of international contexts.
02.	Provide students with a comprehensive understanding of the internationalisation of the global economy, the development of pan-national regulatory bodies and the role of multinational companies and global supply chains.
03.	Provide students with the ability to employ a comparative perspective to their studies; to understand how and why differences occur within and between organisations, sectors and countries.
04.	To develop a critical assessment of contemporary research and debate on key substantive topics in the area of international human resource management and comparative industrial relations.
05.	Provide academic rigour and experience to prepare students for careers within multinational companies based in the UK or elsewhere and broaden the international understanding of HR professionals who wish to work in a global context.
06.	Develop a specialist capability to carry out research combining business and academic perspectives in the international arena in human resource management and industrial relations. [MSc only]

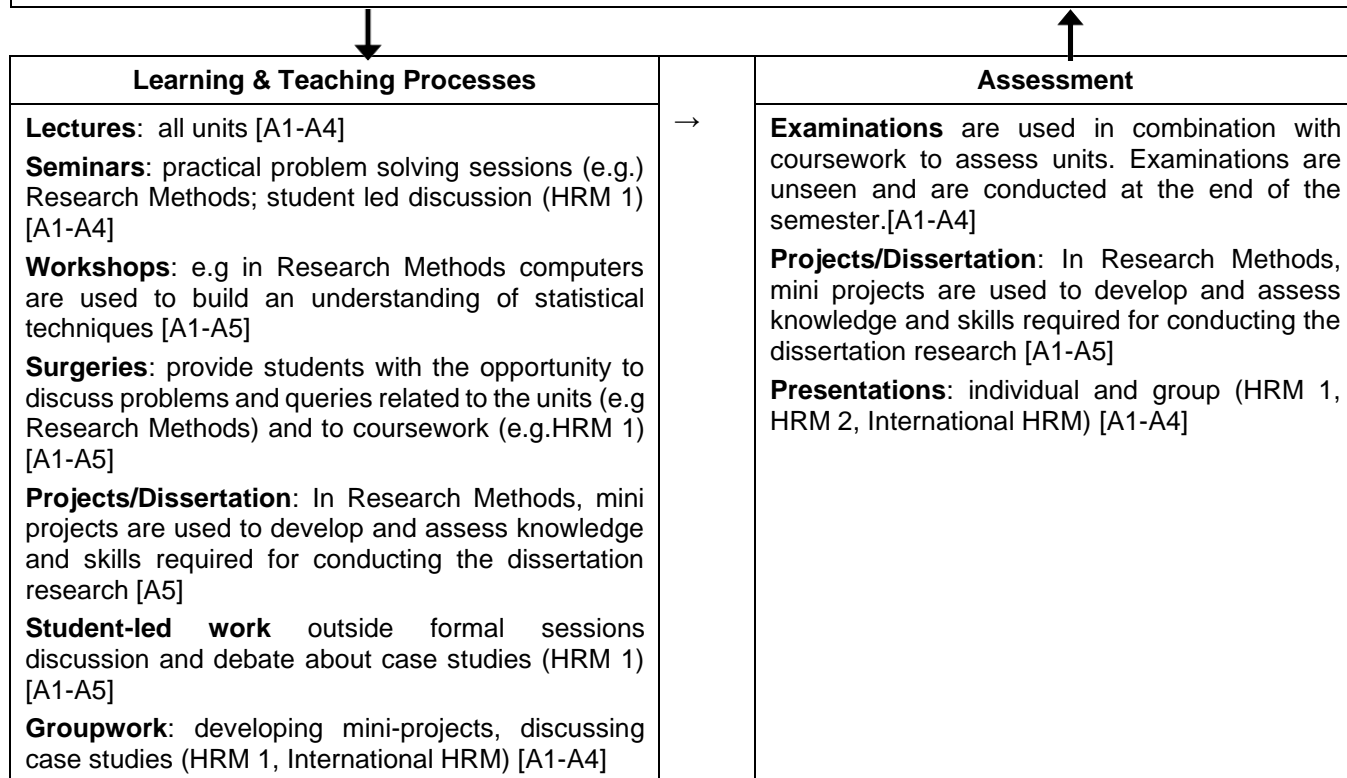## 3. INTENDED LEARNING OUTCOMES OF THE PROGRAMME

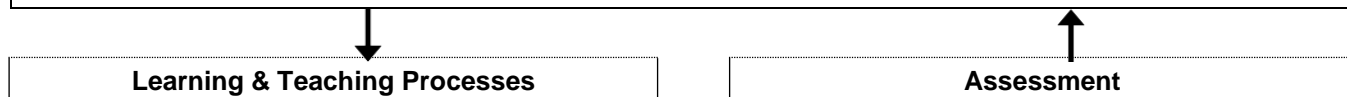| A. Knowledge & Understanding |
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| Students should be able to: |

A1.	Demonstrate a comprehensive awareness and understanding of HRM from a national, comparative and international perspective and the international demands on HR.
A2.	Demonstrate a systematic understanding of differences between countries in their employment practices and industrial relations systems and how that influences the way in which multinational companies organise their employment practices, including the significance of their employment practices in strategic development.

A3.	Demonstrate critical awareness of how multinational companies influence and are influenced by the social and economic contexts in which they operate and the influence of economic integration on changing systems of employment and industrial relations.
A4.	Critically evaluate different theoretical and research traditions in the sociology of work and employment and the interdisciplinary area of comparative industrial relations.
A5.	Demonstrate expertise in developing and implementing research projects to address pertinent organisational issues in international HRM. [MSc only]

Learning & Teaching Processes	→	**Assessment**
Lectures: all units [A1-A4] **Seminars**: practical problem solving sessions (e.g.) Research Methods; student led discussion (HRM 1) [A1-A4] **Workshops**: e.g in Research Methods computers are used to build an understanding of statistical techniques [A1-A5] **Surgeries**: provide students with the opportunity to discuss problems and queries related to the units (e.g Research Methods) and to coursework (e.g.HRM 1) [A1-A5] **Projects/Dissertation**: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [A5] **Student-led work** outside formal sessions discussion and debate about case studies (HRM 1) [A1-A5] **Groupwork**: developing mini-projects, discussing case studies (HRM 1, International HRM) [A1-A4]		**Examinations** are used in combination with coursework to assess units. Examinations are unseen and are conducted at the end of the semester.[A1-A4] **Projects/Dissertation**: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [A1-A5] **Presentations**: individual and group (HRM 1, HRM 2, International HRM) [A1-A4]

B. Intellectual Skills	
Students should be able to:	
B1.	Demonstrate the analytical and research skills needed to make a reasoned and creative contribution to the development of human resources knowledge and practice.
B2.	Demonstrate systematic understanding of how organisational aims and objectives are translated into effective international HR strategy, policy and practice and be able to critically evaluate their impact on individuals and organisations.
B3.	Develop qualitative and quantitative research skills in human resource management and employment related issues and to critically evaluate methods of inquiry and select the most appropriate methods for research.
B4.	Critically evaluate the contribution of human resource management and industrial relations to organisational performance
B5.	Demonstrate originality in the application of knowledge, using research methodology, to produce an independent study in the form of a dissertation or an organisational case study. [MSc only]
B6.	Demonstrate autonomy in planning and implementation of tasks through enquiry; logical and critical thinking; formulating and testing hypotheses; and interpretation and evaluation of theoretical arguments and empirical evidence.

Learning & Teaching Processes	**Assessment**

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Lectures: all units [B2-B6]

Seminars: practical problem solving sessions (e.g.) Research Methods; student led discussion (HRM 2) [B1-B6]

Workshops: use of computers to build an understanding of statistical techniques [B1, B5-6]

Surgeries: provide students with the opportunity to discuss problems and queries related to the units (e.g Research Methods) and to coursework (e.g. HRM 2) [B1-B6]

Projects/Dissertation: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [B1-B5]

Student-led work outside formal sessions discussion and debate about case studies (HRM 2) [B2-B4]]

Groupwork: developing mini-projects, discussing case studies (HRM 1, HRM 2, International HRM) [B1-2, B4-6]

Examinations are used in combination with coursework to assess units. Examinations are unseen and are conducted at the end of the semester. [B2-4]

Projects/Dissertation: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [B1-6]

Presentations: individual and group (HRM 1, HRM 2, International HRM) [B1-6]

C. Practical Skills

Students should be able to:

C1.	Demonstrate a comprehensive understanding of the processes involved in undertaking research for a Masters dissertation and the ability to apply those processes to an independent research project.
C2.	Demonstrate self direction in their ability to collate data and present that data in a format that can be understood by both specialists and non-specialists.
C3.	Access, use and correctly cite, acknowledge and reference diverse information sources.
C4.	Use computer technology to support the collection, analysis and dissemination of knowledge, including the internet.
C5.	Communicate effectively through oral presentations, with the use of appropriate Audio-visual aids.

Learning & Teaching Processes	**Assessment**
Lectures: all units [C1-3]	**Examinations** are used in combination with coursework to assess units. Examinations are unseen and are conducted at the end of the semester. [C2-4]
Seminars: practical problem solving sessions (e.g.) Research Methods; student led discussion (HRM 2) [C1-5]	**Projects/Dissertation**: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [C1-6]
Workshops: use of computers to build an understanding of statistical techniques [C1-5]	**Presentations**: individual and group (HRM 1, HRM 2, International HRM) [C1-6]
Surgeries: provide students with the opportunity to discuss problems and queries related to the units (e.g Research Methods) and to coursework (e.g. HRM 2) [C1-4]	

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Projects/Dissertation: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [C1-5]

Student-led work outside formal sessions discussion and debate about case studies (HRM 2) [C1-4]

Groupwork: developing mini-projects, discussing case studies (HRM 1, HRM 2, International HRM) [C1-4]

D. Transferable Skills and Personal Qualities	
Students should be able to:	
D1.	Work effectively as a member of a team, and participate in group discussions in some cases adopting different roles as necessary.
D2.	Demonstrate analytical skills
D3.	Demonstrate individual and group presentation skills
D4.	Prioritise their activities appropriately and manage their time effectively.
D5.	Function independently in research and project management.
D6.	Use computer technology to support the collection, analysis and dissemination of knowledge, including the internet.
D7.	Demonstrate self-awareness, exercise initiative and personal responsibility.

Learning & Teaching Processes

Lectures: all units [D2, D5. D7]

Seminars: practical problem solving sessions (e.g.) Research Methods; student led discussion (HRM 2); [D1-7]

Workshops: use of computers to build an understanding of statistical techniques [D2, D4, D6, D7]

Surgeries: provide students with the opportunity to discuss problems and queries related to the units (e.g Research Methods) and to coursework (e.g. HRM 2) [D1, D3, D4, D7]

Projects/Dissertation: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [D1-7]

Student-led work outside formal sessions discussion and debate about case studies (HRM 2) [D1-7]

Groupwork: developing mini-projects, discussing case studies (HRM 1, HRM 2, International HRM) [D1-3, D6-7]

Assessment

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Examinations are used in combination with coursework to assess units. Examinations are unseen and are conducted at the end of the semester. [D2, D4]

Projects/Dissertation: In Research Methods, mini projects are used to develop and assess knowledge and skills required for conducting the dissertation research [D1-7]

Presentations: individual and group (HRM 1, HRM 2, International HRM) [D1-3, D6-7]

4. THE STRUCTURE OF THE PROGRAMME(S)

Programme structure and credits	Credits

Semester One	
BMAN 60261 Research Methods for Organisations	15
BMAN 70051 Multinational and Comparative Employment Systems	15
BMAN 70231 HRM: Strategy and Practice	15
BMAN 71911 Comparative Industrial Relations	15
BMAN 72180 CIPD and Related Work (no credits attached to this module – compulsory)	
Optional	15
BMAN 72391 Industrial Relations	15
MGDI 60101 International Management	15
MGDI 70461 Organisation Development	
Semester Two	
BMAN 60992 International Human Resource Management	15
BMAN TBA International and Comparative Employment Regulation and Law	15
BMAN 72180 CIPD and Related Work (no credits attached to this module – compulsory)	
Optional	
BMAN71242 HRM: Context and Organisation	
BMAN 62082 The Management of International Organisational Change	15
BMAN 72382 Employment Policy and Practice	15
	15
Semester Three	
BMAN71930 Dissertation	60

5. STUDENT INDUCTION, SUPPORT AND DEVELOPMENT (in order to deliver the intended learning outcomes, including dissertation support and guidance)

Induction

All students attend an initial, week-long, induction when they are welcomed, registered, provided with information and advice about a wide range of matters (library and IT facilities, channels of communication, learning resources, student support services, student representation in the committee structure, etc.), and receive introductory lectures on generic issues relating to their postgraduate studies.

Programme handbooks

All students access the Online Programme Handbook on arrival. This includes comprehensive information on all aspects of the programme, and has specific advice on the dissertation process and the support available. The handbook also contains practical information about the Manchester Accounting and Finance Group, Alliance Manchester Business School and the Faculty of Humanities.

All information is also available on the web and intranet sites for AMBS and the Faculty of Humanities.

Support

There is a Programme Director and a Programme Administrator. The Programme Director reviews student progress and students are encouraged to contact the Programme Director or PG Administrator should they need academic guidance or to discuss issues of a personal nature. Students are encouraged to make full use of the University support services, including the accommodation services, the Careers Service, the Office of Student Support and Services, the Student Services Centre—full details are in the programme handbook.

Students have the opportunity to undertake a 'Managing Skills for your Career' personal development plan. Managing Skills for your Career' is a structured and supported process undertaken by an individual to reflect upon their learning, performance and achievement and to plan for their personal, educational and career development. The primary objective of MSC is to improve the capacity of individuals to understand what and how they are learning, and to review, plan and taken responsibility for their own learning.

IT support

Postgraduate students have access to several dedicated clusters of PCs in AMBS, as well as several other clusters across the University.

Student representation

Student representatives and staff teaching on the programme are invited to attend meetings of the Divisional Programme Committee. The Students' Union offers training and support for students in this role. These meetings review, amongst other things, teaching issues. An Annual Programme Review is conducted in the second semester, with particular attention paid to assessments of the Programme's aims and learning outcomes and the extent to which stated aims are being achieved.

Overseas students

We encourage overseas students to attend English Language courses provided by the University Language Centre. AMBS also has an International Society providing peer support for overseas students and international students on this programme are eligible to join.

6. CURRICULUM MAP OF COURSE UNITS AGAINST INTENDED LEARNING OUTCOMES OF THE PROGRAMME

Course Unit Title and Code (including dissertations and other programme components)		Knowledge & Understanding					Intellectual Skills						Practical Skills					Transferable Skills & Personal Qualities						
Code	Course Unit title	C/O	A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	D6	D7
	Comparative Industrial Relations	C	DA	DA	DA	DA			DA		DA		A	A	DA				D	DA		DA	A	D	DA
	HRM1: Strategy and Practice	C	DA	DA	DA	DA		DA	DA	DA	DA		A		DA	DA	DA	DA	DA	DA	DA	DA	A	DA	DA
	Research Methods for Organisations	C					DA	DA		DA			D	DA	DA	DA	DA		D			DA	DA	DA	DA
	HRM2: Context and Organisation	O	DA					DA	DA	DA	DA		A		DA	DA	DA		D	DA		DA	DA	DA	DA
	International Management	O	DA	DA	DA	DA		DA	DA		DA		A	A	DA				D	DA		DA	DA		DA
	International and Comparative Employment Regulation and Law	C	DA	DA		DA		DA			DA		A	A	DA				D	DA		DA	DA		DA
	International Human Resource Management	C	DA	DA	DA	DA		DA	DA		DA		A	A	DA				D	DA		DA	DA		DA
	Multinational and Comparative Employment	C	DA	DA	DA			DA	DA		DA		A	A	DA				D	DA		DA	DA		DA
	Organisation Development	O	DA	DA		DA		DA			DA		A	A	DA		DA		D	DA	DA	DA	DA	DA	DA
	The Management of International Organisational Change	O	DA	DA	DA			DA	DA		DA		A	A	DA				D	DA		DA	DA		DA
	Dissertation	C	A	A	A	A	DA	DA	DA	A	A	DA	DA	DA	DA	DA	A			A	D	DA	DA	A	A

Legend for cells
D = intended learning outcomes of the programme are taught or developed by students within this course unit   C = compulsory course unit

A = intended learning outcomes of the programme are assessed within this course unit   O = optional course unit

7. CRITERIA FOR ADMISSION

Candidates must be able to satisfy the general admissions criteria of the University and of the School in at least one of the following ways:

Students are expected to hold a 2:I Honours Degree or higher (or equivalent), although those with experience in the human resource area may be admitted with a lower class of degree. Non-EU overseas applicants are normally expected to have a GMAT score of 600+, TOEFL of 623+125Q* (minimum 263 computer-based) or IELTS of 7.0+. However, we pay particular attention to the AWA and qualitative reasoning elements of GMAT, so the targets we set are discretionary. In addition to a good academic record, students are also expected to display a keen awareness of issues in the subject area and a commitment to the field of human resource management and industrial relations. Those applying for the MSc in International Human Resource Management and Comparative Industrial Relations would beexpected to demonstrate an awareness of, and interest in, comparative and international issues. This is usually provided in a personal statement by the applicants as to why they would like to participate in the programme and why they consider themselves suitable candidates. Two references are required for each candidate.

8. PROGRESSION AND ASSESSMENT REGULATIONS

The ordinances and regulations for the degrees of Masters, Postgraduate Diploma and Postgraduate Certificate will apply to this programme. Details of the ordinances and regulations can be found at [Regulations|Academic-related regulations | Postgraduate Degree Regulations | The University of Manchester](#)

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