

Masters in Human Resource Management

Taught Element:

80 credits: MN5001, MN5470 (or if available MN5480), MN5473 and MN5481 (if available, otherwise MN5425)

40 credits: from other approved 5000-level MN modules.

For CIPD accreditation, see the specific programme outlined at the end of this document.

MLitt: 120 credits from the Taught Element plus 60 credits from *either* MN5497, MN5498 or MN5499

For all Masters degrees there are exit awards available that allow suitably-qualified candidates to receive a Postgraduate Certificate or Postgraduate Diploma.

Compulsory modules:

MN5001 Contemporary Global Issues in Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module is aimed at creating a deep and wide appreciation of how various global trends will impact upon economies, organisations and from there, the practice of management. In particular, the way in which ecological, social and economic factors interact to create threats and possibilities for organisations will be addressed. Moreover, the varying ways in which these aspects manifest themselves in different parts of the globe will be elucidated in order to ensure that all students have an appreciation of both how their own and other countries might be affected by various trends. Finally, students will also be supported to make the link between these issues and how they manifest themselves in their chosen area of study.				
Programme module type:	Compulsory for the Human Resource Management, International Business, Marketing and International Business and Strategy (Moscow State) Postgraduate Programmes and for the Management Studies MRes Programme.			
Learning and teaching methods and delivery:	Weekly contact: 2 lectures and 1 seminar.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr R Woodfield			
Lecturer(s)/Tutor(s):	Dr R Woodfield, Team taught			

Either MN5470 or MN5480:

MN5470 Managing Human Resources				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>This module reviews the key theoretical and practical aspects involved in managing human resources. The module content covers both the strategic and operational requirements necessary to secure, develop, reward and retain employees and to ensure their maximum contribution to organisational performance requirements. Individual, organisational and contextual factors that influence the management of people are also considered and throughout there is an emphasis on the critical, analytical and evaluative study of the subject.</p>				
Programme module type:	Compulsory for Management and Human Resource Management Postgraduate Programmes. Optional for Management and Information Technology Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr A Baluch, Mr M J Dowling			
Lecturer(s)/Tutor(s):	Dr A Baluch, Mr M J Dowling, Dr A Timming			

MN5480 Managing and Developing People				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module on any programme.			
Planned timetable:	To be arranged.			
<p>The changing nature of organisations, work and employment places an emphasis on the need for fair and effective employment practices if employee commitment and engagement and a sense of mutuality is to be secured that is to the benefit of both the employer and the employee. Making use of the "HRM Cycle" this module will critically analyse the type of employment policies and practices necessary if such mutual outcomes are to be achieved. Four key areas will form the bedrock for this analysis: employee resourcing; employee reward; employee relations; and, employee development. The inter-relationships between these four policy and practice areas will be explored and the ways in which they collectively are managed to secure continuous learning and development of people associated with the organisation will be investigated and assessed. For individuals, the benefits of effective management and development activities to which they are exposed are said to lie in enhanced employability, human capital and career management. For the organisation, performance management and improvement are often felt to be underpinned by processes that promote the type of continuous individual and organisational learning necessary in times of rapid change in the competitive environment. In assessing the reality of this "mutual gains" approach, students will critically evaluate the context, content, processes, outputs and outcomes of the above approaches to employment management.</p>				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and practicals.			
Assessment pattern:	2-hour Written Examination = 50% Coursework = 50%			
Module Co-ordinator:	Dr A Timming			
Lecturer(s)/Tutor(s):	Dr A Timming			

MN5473 Skills and Challenges for the HR Professional				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module advances core knowledge and skills in key functional aspects of HRM. Themes in the module explore ways in which to conceptualise HRM in organisations, and the ways in which context influences the practice of HR in different organisational and occupational settings. Core business and HR-related functions such as organisational performance, organisational structure and culture, work organisation, recruitment and selection will be explored by the use of relevant case study material and practical skill-development exercises. Students will be encouraged to consider their future practice in different settings, be that national, sectoral or organisational.				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practicals.			
Assessment pattern:	2-hour Written Examination = 40%, Coursework = 60%			
Module Co-ordinator:	Dr S Chillas			
Lecturer(s)/Tutor(s):	Dr S Chillas, Mr M Dowling, Dr A Baluch			

Either MN5481 or MN5425:

MN5481 Masterclasses in Human Resource Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
The module reviews a range of contemporary and critical issues relating to the practise, problemising and theorising about human resource management (HRM). The place of HRM within discourses about organisational purpose and performance and is well established. A growing literature also challenges us to consider a wider set of narratives concerning the ethical and responsible management of organisations and their people and the role of HRM in delivering against this agenda. The curriculum of the module will address HRM from this multiple-perspective approach by considering a range of relevant topics such as "the black box" of the performance-HRM debate, the power-control nexus in HRM, the reality of employee engagement and employee voice; HRM in not-for-profit organisations, the ethics of simultaneous offshoring and downsising strategies, HRM and the ethical management and control of organisations. Each year, the curriculum would change as relevant to reflect current issues and concerns in the discipline but each year, drawing upon contributions from a number of practitioners, academics and researchers, students will be challenged to engage with and reflect upon the meaning and reality of contemporary issues in HRM.				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practicals.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Mr M J Dowling			
Lecturer(s)/Tutor(s):	Mr M J Dowling, Guest speakers			

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MN5425 Masterclasses in International Business				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>This module builds on students' prior knowledge of International Business concepts by introducing them to contemporary dialogue and debate in International Business. The module will explore specific questions within one or more broad topics such as: globalisation and globalisation protests; neo-liberalism and free trade; the global dimension of the financial crisis; the fortune at the bottom of the pyramid; 'is the world flat?' The intention is to approach each topic from a range of perspectives, including mainstream and critical understandings. Students will be encouraged to engage with the challenges presented by these issues by means of a range of approaches, including standard lectures, tutorials, and debates.</p>				
Programme module type:	Compulsory for International Business Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Dr R Brown			
Lecturer(s)/Tutor(s):	Dr R Brown			

One of MN5498 or MN5499:

MN5498 Group Dissertation				
SCOTCAT Credits:	60	SCQF Level 11	Semester:	Whole Year
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	Workshops to be arranged.			
<p>This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. They are required to prepare a 15,000 word (approximately) report dissertation detailing justified conclusions and recommendations. Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided. Each group will comprise up to 6 students. The group dissertation will comprise 70% of the assessment; the remaining 30% will be awarded for an individual report and log book. The individual report should either critically reflect upon working in a multi-cultural project team or on a specific topic related to the group project in both cases the exact topic for the individual report will require supervisor approval.</p>				
Programme module type:	Either MN5497, MN5498 or MN5499 is compulsory for Banking and Finance, Finance and Management, International Business, International Business and Strategy, Human Resource Management or Management MLitt or MSc Postgraduate Programmes.			
Anti-requisite(s):	MN5497, MN5499			
Learning and teaching methods and delivery:	Weekly contact: 4 x 1-hour lectures and 4 x 2-hour workshops. Students will then be given 6 hours of supervision.			
Assessment pattern:	15,000 word group dissertation report = 70%, 3,000 word individual report = 30%			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks, Supervisory team			

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MN5499 Individual Dissertation				
SCOTCAT Credits:	60	SCQF Level 11	Semester:	Whole Year
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	Workshops to be arranged.			
This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided.				
Programme module type:	Compulsory for Banking and Finance MSc Programme. Either MN5497, MN5498 or MN5499 is compulsory for Finance and Management, International Business, International Business and Strategy, Human Resource Management or Management MLitt or MSc Postgraduate Programmes.			
Anti-requisite(s):	MN5497, MN5498			
Learning and teaching methods and delivery:	Weekly contact: Up to 6 hours supervision per student.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks, Supervisory team			

Recommended modules for CIPD accreditation:

MN5001 Contemporary Global Issues in Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
This module is aimed at creating a deep and wide appreciation of how various global trends will impact upon economies, organisations and from there, the practice of management. In particular, the way in which ecological, social and economic factors interact to create threats and possibilities for organisations will be addressed. Moreover, the varying ways in which these aspects manifest themselves in different parts of the globe will be elucidated in order to ensure that all students have an appreciation of both how their own and other countries might be affected by various trends. Finally, students will also be supported to make the link between these issues and how they manifest themselves in their chosen area of study.				
Programme module type:	Compulsory for the Human Resource Management, International Business, Marketing and International Business and Strategy (Moscow State) Postgraduate Programmes and for the Management Studies MRes Programme.			
Learning and teaching methods and delivery:	Weekly contact: 2 lectures and 1 seminar.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr R Woodfield			
Lecturer(s)/Tutor(s):	Dr R Woodfield, Team taught			

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MN5421 Managing People in Global Markets				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
<p>The module focuses on the management of human resources in global markets and will help participants understand the problems of managing people in an international/multinational context. One of the most important trends in the development of modern economies is the increased globalisation of business. Notwithstanding its economic and social impact, however, globalisation is having a significant impact on how we manage people, not only in multinational enterprises but in our indigenous companies as, increasingly, we borrow ideas on "best practice" from overseas. Such efforts at globalisation, whilst generally successful in bringing economic success, have been fraught with problems, which are often the consequence of ethnocentric management teams and their attempts to export US-style "best practice" human resource management to other countries. Thus, it is critically important for globalising firms to make sensible and contextually-sensitive decisions in key areas of human resource management, which take into account institutional, cultural and psychological differences between parent company institutions, values and practices, those of host countries and those of third country nationals employed to work in global organisations. These decisions usually concern such areas as how people are organised, recruited, selected, deployed, developed, motivated, compensated and how their performance is managed. They also focus on whether or not global organisations employ uniform human resource practices in their various locations throughout the world. Ultimately, effective international human resource management (IHRM) rests on a thorough understanding of the problems of managing people from different backgrounds and this module attempts to explore such problems in-depth and help students apply their understanding to practical managerial situations.</p>				
Programme module type:	Optional for all Postgraduate Programmes in the School, not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and seminars.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr A Timming			
Lecturer(s)/Tutor(s):	Dr A Timming, Mr M J Dowling			

MN5473 Skills and Challenges for the HR Professional				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>This module advances core knowledge and skills in key functional aspects of HRM. Themes in the module explore ways in which to conceptualise HRM in organisations, and the ways in which context influences the practice of HR in different organisational and occupational settings. Core business and HR-related functions such as organisational performance, organisational structure and culture, work organisation, recruitment and selection will be explored by the use of relevant case study material and practical skill-development exercises. Students will be encouraged to consider their future practice in different settings, be that national, sectoral or organisational.</p>				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practicals.			
Assessment pattern:	2-hour Written Examination = 40%, Coursework = 60%			
Module Co-ordinator:	Dr S Chillas			
Lecturer(s)/Tutor(s):	Dr S Chillas, Mr M Dowling, Dr A Baluch			

MN5480 Managing and Developing People				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	1
Availability restrictions:	Not available as an optional module on any programme.			
Planned timetable:	To be arranged.			
<p>The changing nature of organisations, work and employment places an emphasis on the need for fair and effective employment practices if employee commitment and engagement and a sense of mutuality is to be secured that is to the benefit of both the employer and the employee. Making use of the "HRM Cycle" this module will critically analyse the type of employment policies and practices necessary if such mutual outcomes are to be achieved. Four key areas will form the bedrock for this analysis: employee resourcing; employee reward; employee relations; and, employee development. The inter-relationships between these four policy and practice areas will be explored and the ways in which they collectively are managed to secure continuous learning and development of people associated with the organisation will be investigated and assessed. For individuals, the benefits of effective management and development activities to which they are exposed are said to lie in enhanced employability, human capital and career management. For the organisation, performance management and improvement are often felt to be underpinned by processes that promote the type of continuous individual and organisational learning necessary in times of rapid change in the competitive environment. In assessing the reality of this "mutual gains" approach, students will critically evaluate the context, content, processes, outputs and outcomes of the above approaches to employment management.</p>				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures and practicals.			
Assessment pattern:	2-hour Written Examination = 50% Coursework = 50%			
Module Co-ordinator:	Dr A Timming			
Lecturer(s)/Tutor(s):	Dr A Timming			

MN5481 Masterclasses in Human Resource Management				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	To be arranged.			
<p>The module reviews a range of contemporary and critical issues relating to the practise, problemising and theorising about human resource management (HRM). The place of HRM within discourses about organisational purpose and performance and is well established. A growing literature also challenges us to consider a wider set of narratives concerning the ethical and responsible management of organisations and their people and the role of HRM in delivering against this agenda. The curriculum of the module will address HRM from this multiple-perspective approach by considering a range of relevant topics such as "the black box" of the performance-HRM debate, the power-control nexus in HRM, the reality of employee engagement and employee voice; HRM in not-for-profit organisations, the ethics of simultaneous offshoring and downsising strategies, HRM and the ethical management and control of organisations. Each year, the curriculum would change as relevant to reflect current issues and concerns in the discipline but each year, drawing upon contributions from a number of practitioners, academics and researchers, students will be challenged to engage with and reflect upon the meaning and reality of contemporary issues in HRM.</p>				
Programme module type:	Compulsory for Human Resource Management Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: Lectures, seminars and practicals.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Mr M J Dowling			
Lecturer(s)/Tutor(s):	Mr M J Dowling, Guest speakers			

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MN5511 Leadership in Organisations				
SCOTCAT Credits:	20	SCQF Level 11	Semester:	2
Availability restrictions:	not available to the Banking and Finance Postgraduate Programme.			
Planned timetable:	To be arranged.			
This module will examine how views of leadership have changed since the Industrial Revolution, from mechanistic, behavioural models of behaviour to modern leadership frameworks which facilitate change in ever dynamic national, international and cultural climates. Emphasis will be on how theoretical models relate to real life scenarios, how leaders are selected and how leadership is assessed. Content combines conceptual knowledge, behavioural guidelines and other information demonstrated by examples and case studies, experiential exercises and feedback on skill utilisation and performance. Lectures and seminars will combine a variety of educational approaches, from interactive discussions to action learning, with a focus on students' own individual leadership development.				
Programme module type:	Optional for Management Studies MRes Programme, and other Postgraduate Programmes in the School of Management, but not available to the Banking and Finance Postgraduate Programme.			
Learning and teaching methods and delivery:	Weekly contact: 1 lecture, 1 seminar, 1 practical class.			
Assessment pattern:	2-hour Written Examination = 50%, Coursework = 50%			
Module Co-ordinator:	Dr S Romenska			
Lecturer(s)/Tutor(s):	Dr S Romenska			

MN5499 Individual Dissertation				
SCOTCAT Credits:	60	SCQF Level 11	Semester:	Whole Year
Availability restrictions:	Not available as an optional module for any programme.			
Planned timetable:	Workshops to be arranged.			
This module provides students with the opportunity to undertake an in-depth investigation into issues within the field of business and finance. Training in methodology will be provided to students in semesters 1 and 2 as preparation for the dissertation. Supervision of the dissertation is also provided.				
Programme module type:	Compulsory for Banking and Finance MSc Programme. Either MN5497, MN5498 or MN5499 is compulsory for Finance and Management, International Business, International Business and Strategy, Human Resource Management or Management MLitt or MSc Postgraduate Programmes.			
Anti-requisite(s):	MN5497, MN5498			
Learning and teaching methods and delivery:	Weekly contact: Up to 6 hours supervision per student.			
Assessment pattern:	Coursework = 100%			
Module Co-ordinator:	Ms J F Brooks			
Lecturer(s)/Tutor(s):	Ms J F Brooks, Supervisory team			