



**BA (Hons) Business  
(Human Resource Management)  
Programme Handbook**



**HE Partner**

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# Introduction to the Programme

## Programme structure

Welcome to the BA (Hons) Business (Human Resource Management) degree programme.

The programme and themed routes are made up of the core modules listed below which are studied across levels four, five and six. If you are studying a final year top-up programme you will be required to complete the level 6 modules only. An outline of the content of each of the modules and the assessment methods used can be found in the Module Definition Form section on iLearn.

Each 20-credit module is equivalent to 200 hours of self-guided learning.

## What is CMI?

CMI is The Chartered Management Institute and is an awarding body that delivers qualifications for managers. They are the only chartered professional body dedicated to promoting the highest standards in management and leadership excellence. CMI offers practical, proven solutions for individual managers, employers, and education providers alike. Their mandate is to create better led and managed organisations.

## What does the student need to do?

Once the student has enrolled onto the BA (Hons) Business (Human Resource Management) programme and completed the induction, Arden University will register their membership with the CMI. This will provide the student with a wide range of resources that may help them during their studies. CMI offers practical help, fast advice, new ways to learn, handy tools and techniques, regular newsletters, access to events, and mentoring services. Once the student has completed the programme they will receive a Diploma at the relevant level, which is a qualification that is valued by employers making them more marketable.



## Core Modules

	Module	Credits	BA (Hons) Business	BA (Hons) Business (Finance)	BA (Hons) Business (HRM)	BA (Hons) Business (Marketing)	BA (Hons) Business (Tourism)
Level 4	Developing Personal and Management Skills	20	x	x	x	x	x
	Understanding the Business Environment	20	x	x	x	x	x
	Principles of Marketing	20	x	x	x	x	x
	Introduction to Finance	20	x	x	x	x	x
	People in Organisations	20	x	x	x	x	x
	Management Information Systems	20	x				
	Management Accounting	20		x			
	Managing Human Resources	20			x		
	Marketing Communications	20				x	
	Understanding the Tourism Environment	20					x
Level 5	Managing Across Cultures	20	x	x	x	x	x
	Business Processes	20	x	x	x	x	x
	Enterprise and Entrepreneurship	20	x	x	x	x	x
	Business Analysis	20	x	x	x	x	x
	Managing Knowledge	20	x				
	Managing Change in Organisations	20	x		x		

	<b>Module</b>	<b>Credits</b>	<b>BA (Hons) Business</b>	<b>BA (Hons) Business (Finance)</b>	<b>BA (Hons) Business (HRM)</b>	<b>BA (Hons) Business (Marketing)</b>	<b>BA (Hons) Business (Tourism)</b>
	Financial Reporting	20		x			
	Financial Auditing	20		x			
	Planning Human Resources	20			x		
	Market Intelligence	20				x	
	Marketing Planning	20				x	
	Contemporary Issues in Tourism Management	20					x
	Sustainable Tourism Management	20					x
<b>Level 6</b>	Contemporary Management Issues	20	x	x	x	x	x
	Strategic Management	20	x	x	x	x	x
	Managing Self and Others	20	x	x	x	x	x
	International Management	20	x				
	Financial Decision Making	20		x			
	Strategic Issues in Human Resource Management	20			x		
	International Marketing	20				x	
	International Destination Management	20					x
	Research Methods and Dissertation	40	x	x	x	x	x

Please note that modules may not be delivered in this order, please refer to the module delivery schedule on ilearn.

## Programme Specifications

## PROGRAMME SPECIFICATION

<b>1. Target Award</b>	BA (Hons) Business (Human Resource Management)
<b>2. Programme Title</b>	BA (Hons) Business (Human Resource Management)
<b>3. Exit Awards</b>	BA Business (Human Resource Management) Diploma of Higher Education in Business (Human Resource Management) Certificate of Higher Education in Business
<b>4. Programme Leader(s)</b>	Alison Watson
<b>5. Delivery Model</b>	Online Blended
<b>6. Start date</b>	September 2015
<b>7. Programme Accredited by (PSRB or other, if applicable)</b>	CMI
<b>8. UCAS Code (If applicable)</b>	
<b>9. Relevant QAA subject benchmark statement</b>	General Business Management (2007)

### 10. Programme Aims

The overall aim of the Arden University BA (Hons) Business (Human Resource Management) is to enable students to acquire knowledge, understanding and a range of practical skills relating to the theory and practice of strategic Human Resource Management (HRM) which are applicable to a range of commercial and non-commercial sectors, and in a variety of geographical and cultural settings. In particular, it seeks to develop skills and understanding specific to Strategic HRM and the role of the HR function in a wide range of organizational contexts. Simultaneously students will develop a range of transferrable skills that will aid them as they pursue business careers or further relevant study. More specifically it will:

- enable students to build upon their areas of strength, career aspirations and current challenges, using innovative and flexible distance learning strategies.
- allow students to develop professional level skills in HRM, supplemented by an understanding of a range of associated business disciplines.
- promote understanding of the key aspects of current practice in the field of HRM while acknowledging current and emerging developments in related disciplines, local, national and international
- prepare students with the essential skills and tools to work professionally in any business environment and to be an effective and professional HR practitioners, when working independently and when collaborating with others as part of multidisciplinary teams.
- enable students to develop effective communication skills through a variety of media and presentational forms to specialist and non-specialist audiences wherever they may be
- prepare students to work within local, national and global settings and to appreciate the complexity of decision making in such contexts.
- develop an awareness of those entrepreneurial skills which best encourage the growth of enterprise and support the creation of new businesses
- provide a stimulating online academic environment in which students can develop confidence as practitioners, and as individuals who are part of a highly engaged community of learners and thereby to inspire students to become lifelong learners.

The programme provides for a Level 6 (Honours level) only. Entrants into it will possess a Business related a Diploma, for example a HND, and will join with 240 credits. The programme is designed to provide opportunities for students to develop their knowledge and skills in business in a flexible way. Learning materials have been developed which allow students to maximise the time they have available for study and the programme structure allows students to determine the pace at which they learn. The programme also provides a range of supports for distance learning students thereby allowing international access.

<b>11. Intended programme learning outcomes and the means by which they are achieved and demonstrated</b>		
<b>11a. Knowledge and understanding</b>	<b>The means by which these outcomes are achieved</b>	<b>The means by which these outcomes are demonstrated</b>
<p>With due regard to the QAA Human Resource Management Benchmark Statement 2007 The intended programme learning outcomes are for students to be able to:</p> <p>A1 Evaluate the meaning and purpose of strategic HRM, appraise the role of the HRM function in its organisational context, and analyse the strategic contribution of HRM to organisational effectiveness</p> <p>A2 Utilise HRM and business research to improve HRM and business performance, and analyse and interpret written, visual and graphical data.</p> <p>A3 Recognise the importance of collecting relevant data, and the variety of information sources, both primary and secondary on issues relevant to strategic HRM</p> <p>A4 Analyse leading issues in HRM which have business implications and have a clear view of the contemporary and cross-cultural issues facing modern HR managers.</p> <p>A5 Apply a range of theoretical HR concepts to practical organisational or industry sector issues or problems, displaying sensitivity to differing cultural and ethical contexts in decision making.</p>	<p>Learning and teaching methods and strategy:</p> <p>Acquisition of knowledge and understanding (A1 – A5) at all levels is through a blended and integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity. That is:</p> <p>Asynchronous</p> <ul style="list-style-type: none"> <li>▪ Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accessed through our VLE</li> <li>▪ Guided group / project-based work</li> <li>▪ Discussion forums where students discuss and critically engage with themes emerging from the materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves</li> <li>▪ Podcast and narrated PowerPoints</li> </ul> <p>Synchronous</p> <ul style="list-style-type: none"> <li>▪ Online seminars facilitated by VOIP's where theory and practice are integrated.</li> <li>▪ Live chats</li> <li>▪ Classroom based teaching (lectures, seminars &amp; tutorials)</li> </ul> <p>Based upon the profile of our typical student body, our strategy enables students to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances.</p> <p>Independent study is the cornerstone of the learner experience supported by peer engagement and engagement with the tutor.</p> <p>There is a requirement for written work at all levels including reports, essays, practical tasks, developed plans etc and our formative assessment policy informs how feedback is supplied by tutors at the draft assessment phase. Critical analysis is encouraged at all levels culminating in a Dissertation.</p>	<p>Assessment strategy:</p> <p>Our assessment strategy engages a variety of assessment methods all explicitly aligned to learning outcomes that focus upon knowledge, understanding and skills. These are contextualised so that the assessment is directly relevant to each subject area. Assessment methods include time constrained examinations, case study analysis, written essay, development of a targeted plan, etc.</p>

11b. Intellectual (thinking) skills	The means by which these outcomes are achieved	The means by which these outcomes are demonstrated
<p>B1 Identify HRM-related issues and formulate appropriate methods of investigation and evaluation as a result of selection and synthesise of information from a variety of sources.</p> <p>B2 Apply theoretical HRM, business and management concepts and practical techniques to the solution of complex problems</p> <p>B3 Analyse, evaluate and interpret quantitative and qualitative data, thereby display numeracy and quantitative skills including data analysis, interpretation and extrapolation.</p> <p>B4 Utilise judgement to draw appropriate conclusions and make recommendations concerning HRM, business and management issues</p> <p>B5 Reflect upon the activities of others and their own impact and effectiveness in a variety of inter- and intra- personal contexts</p>	<p>Learning and teaching methods and strategies:</p> <p>Intellectual skills (B1 – B5) are developed throughout the programme by the methods and strategies outlined in section A, above. Intellectual development (B5) is further encouraged via formative assessment tasks, including set briefs, in-module activities, self-initiated briefs, and discussion with tutors and peers (in online forums/debates).</p> <p>Specific modules support the development of quantitative and qualitative analysis, and the development of self-reflective skills. In addition, the student’s thinking skills will be evident in a summative assessment process which requires and rewards learners for the demonstration of creative thinking and problem solving, analysis, informed judgement and self-reflection in the development of solutions, and a willingness to explore a range of media.</p> <p>Throughout, the learner is encouraged to develop intellectual skills further by undertaking further independent study and research.</p>	<p>Assessment strategy:</p> <p>Intellectual skills are assessed through a combination of in-course formative exercises and summative assignments, including the submission of portfolios of self-reflective evidence, organisation/HRM analyses, qualitative and quantitative judgements based upon case study, time constrained tests and research reports/ dissertation.</p>



11c. Practical skills	The means by which these outcomes are achieved	The means by which these outcomes are demonstrated
<p>C1 Select effective information collection methods and select appropriate analytical tools relevant to HRM, business and management.</p> <p>C2 Select and utilise management tools in the construction of business projects and decision-making which are HRM-related.</p> <p>C3 Plan effectively.</p> <p>C4 Articulate reasoned evidence and conclusions on HRM, business and management issues.</p> <p>C5 Demonstrate flexibility in adapting to different business contexts.</p>	<p>Practical and professional skills are employed in the production of solutions to real life situations developed through set briefs, exercises and practical activities. The important modern day skills of managing projects, working within differing organisational and national cultures are provided by specific modules, as are specific inputs with an emphasis upon practical functional decision making skills related to strategic HRM including HRM strategy and planning, recruitment and selection, employee relations, employee engagement, compensation and benefits, talent management and development, performance management, International HRM, and diversity.</p> <p>Practical skills are further developed and integrated through a series of in-course online activities and projects intended to test skills acquired. (C1 - C3). Group forums provide opportunities to discuss ideas, progress, the work of others and the strengths and weakness in the work presented and particularly support the development of C4. Activities are provided so that students can work independently to consolidate their knowledge and grasp of practical skills. The in-course activities and assessment process in the final year particularly emphasise the acquisition of C5 with specific modules devised to highlight the practical differences in management skills required in differing contexts.</p>	<p>To support the development of practical skills, students must supply worked materials and evidence in support of their assignments. Critical reasoning, good presentation and sound evidence trails in all assignments are rewarded. Assessment briefs include a variety of commercial and geographical contextual setting. Students receive feedback on all activities and assignments which includes practical examples for improvement in the application of theory to practice to help them improve both aspects of their skill base.</p>
11d. Transferable skills	The means by which these outcomes are achieved and demonstrated	The means by which these outcomes are demonstrated
<p>D1 Communicate effectively through appropriate media.</p> <p>D2 Utilise appropriate IT software and critically evaluate internet sources.</p> <p>D3 Work effectively on his/her own and demonstrate understanding of being part of a global virtual team, while taking personal responsibility for their own efforts and</p>	<p>Transferable skills (D1 – D5) are developed throughout the programme. The skills of communication, critical use of and acknowledgement of source material especially the internet, and self-management (D1, D2 and D3) are integral to coursework at all levels. Independent study (D3) becomes an increasingly important skill as students' progress, culminating in the writing of the Dissertation.</p> <p>All modules promote practical application and employability that a student may develop further in their Dissertation topic at level 6 if they wish.</p>	<p>To develop and embed transferable skills all assignments must meet time deadlines and word count guidelines as guided by our policies. All assessed work must be submitted independently even where group activity has been an element of the process. Students must take responsibility for their own work. All assignments require students to engage in critical enquiry and self-reflection which is rewarded in</p>

<p>outputs in the spirit of individual, critical and self-reflective enquiry</p> <p>D4 Utilise problem-solving skills in a variety of theoretical, practical, cultural contexts including the areas of enterprise and entrepreneurship.</p> <p>D5 Manage time effectively by learning to plan and prioritise work in order to meet specified deadlines.</p>	<p>Modules increasingly include content with regard to the global business environment and matters of culture.</p> <p>The Managing Across Cultures module at level 5, combined with the Contemporary Management Issues module at level 6 provide a targeted focus for these aspects in also evidenced in the supporting materials and assessments used throughout the programme.</p> <p>As work becomes progressively more complex at levels 5 and 6, students are required to draw upon their skill sets to manage increasingly large workloads. (D5). Students are required to complete a number of assignments and a Dissertation in level 6 that demonstrate independence and originality, and critical enquiry, and which further enhance communication and self-reflective skills. (D3 – D5).</p>	<p>marking guides. These guides, in line with good practice are available to students and are included with every assignment brief.</p>
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## **12. Graduate Attributes and the means by which they are achieved and demonstrated**

### **Graduate Attributes**

The concept of the Arden University Graduate, based upon the definition of 'graduate attribute' by Bowden et al (2000) has been developed around 6 attributes

- E01 - Discipline Expertise
- E02 - Effective Communication
- E03 - Responsible Global Citizenship
- E04 - Professional Skills
- E05 - Reflective Practitioner
- E06 - Lifelong Learning

All six attributes are relevant to this programme, especially E01, E02, E04 and E05.

### **The means by which these outcomes are achieved and demonstrated**

The achievement of these attributes is integrated into all programmes of study curriculum, unit of study tasks (individual and group work) and through summative assessment tasks.

## **13. Learning and teaching methods and strategies**

Learning and teaching methods and strategies are delivered through a blended and integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity. That is:

### Asynchronous

- Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accessed through our Virtual Learning Environment
- Guided group / project-based work
- Research tasks
- Discussion forums where students discuss and critically engage with themes emerging from the online materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves
- Podcasts and narrated PowerPoints

### Synchronous

- Online seminars facilitated by VOIP's where theory and practice are integrated.
- Lectures, seminars & tutorials both online and via classroom based input

Based upon the variety of student undertaking our programmes and our wishes to provide equal opportunity for engagement no matter what their preferred method of learning styles of the student, our strategy has been designed to enable students to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances.

Independent study is the cornerstone of the learner experience, supported by subject specialist engagement with the tutor and peer engagement.

There is a requirement for written work at all levels including reports, essays, practical tasks, developed plans, timed examinations, portfolios of work etc., and our assessment policy informs how feedback is supplied by tutors at the formative and summative assessment stage. Critical analysis is encouraged at all levels culminating in a Dissertation.

## **14. Assessment methods and strategies**

Our assessment strategy encourages a variety of assessment methods all explicitly aligned to learning outcomes that focus upon knowledge, understanding and skills. These are contextualised so that the assessment is directly relevant to each subject area and assessment methods include case study analysis, written essay, critical self-reflection, portfolios of evidence, sector report production, preparation of a targeted sector plan, time constrained tests, etc.

## 15. Employability

Our approach pays due regard to the UKCES report 'The Employability Challenge' (2009a) definition of employability, 'the skills almost everyone needs to do almost any job. They are the skills that must be present to enable an individual to use the more specific knowledge and technical skills that their particular workplaces will require.' Employability is an important strand integrated into the curriculum, learning tasks and summative assessment and as a result, employment prospects / posts of further responsibility are enhanced. This may be through enhanced skills development or further (professional) accreditation, for example.

## 16. Entry Requirements

- Two Subjects at GCE A level or equivalent, plus passes at grade C or above in three subjects at GCSE level or equivalent; or
- Completion of a recognised Access Programme or equivalent.
- IELTS 6.0 or equivalent for students whose medium of prior learning was not English.
- Candidates who demonstrate an ability to study the programme as evidenced through previous a personal statement (of between 350-500 words) that addresses their motivation for undertaking the programme; including their references, relevant prior experience and qualifications.

The criteria for admission to the BA (Hons) Business top-up programme are:

- HND in Business or equivalent
- English language competence equivalent to IELTS 6.0

In the case of an equivalent award where this was not studied in English the candidate must demonstrate an ability in English equivalent to IELTS 6.0 (no less than 5.5 in any element). The equivalent award must also be approved through the APL process. Such an award must have provided the applicant with a prior learning consistent with Level 5 of the functional areas of business underpinning the programme. These should include: finance; marketing; HRM; and Operations Management. It is expected that such students will have a familiarity with basic Microsoft Office applications and no other IT skills are required.

## 17. Programme Structure

### Level 4

Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
HRM4001	Developing Personal and Management Skills	20	Core	Assignment
BUS4001	Understanding the Business Environment	20	Core	Assignment
MKT4001	Principles of Marketing	20	Core	Assignment
FIN4001	Introduction to Finance	20	Core	Assessment
HRM4002	People in Organisations	20	Core	Assignment
HRM4003	Managing Human Resources	20	Core	Assignment

### Level 5

Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
BUS5001	Managing Across Cultures	20	Core	Assignment
BUS5002	Business Processes	20	Core	Exam
BUS5003	Enterprise and Entrepreneurship	20	Core	Assignment
BUS5004	Business Analysis	20	Core	Assignment
HRM5001	Planning Human Resources	20	Core	Assignment
BUS5006	Managing Change in Organisations	20	Core	Assignment

### Level 6

<b>Module Code</b>	<b>Module Title</b>	<b>Credits</b>	<b>Module Type (Core/Option)</b>	<b>Assessment Method</b>
BUS6001	Contemporary Management Issues	20	Core	Assignment
BUS6002	Strategic Management	20	Core	Assignment
HRM6001	Managing Self and Others	20	Core	Assignment
HRM6002	Strategic Issues in Human Resource Management	20	Core	Assignment
RES6001	Research Methods and Dissertation	40	Core	Major Project (Dissertation)

<b>18. Subject:</b> <b>N600 Human Resource Management</b>	<b>Select</b> <a href="https://www.hesa.ac.uk/component/content/article?id=1787">https://www.hesa.ac.uk/component/content/article?id=1787</a> <b>from:</b>
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Annex – Mapping of Intended Programme Learning Outcomes and Modules

Programme Learning Outcomes		A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	
		Modules																				
Level 4	Developing Personal and Management Skills		x	x	x	x		x		x	x	x	x	x	x	x			x	x	x	
	Understanding the Business Environment	x	x					x		x	x	x	x	x	x	x			x	x	x	
	Principles of Marketing		x					x		x	x	x	x	x	x	x	x		x		x	
	Introduction to Finance		x	x		x	x	x	x			x							x	x		x
	People and Organisations											x	x		x	x	x	x		x		x
	Managing HRM	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x			x	x	x
Level 5	Managing Across Cultures				x	x		x				x		x	x	x	x		x		x	
	Business Processes	x	x	x	x		x	x	x			x		x				x			x	x
	Enterprise and Entrepreneurship		x		x	x		x	x			x		x	x	x	x			x	x	x
	Business Analysis			x		x	x	x	x	x		x	x		x				x	x	x	x
	Planning HR	x	x	x	x	x	x	x	x	x		x	x		x	x				x	x	x
	Managing Change		x		x		x		x	x		x	x	x	x	x	x				x	x
Level 6	Contemporary Management Issues		x		x		x	x	x		x	x	x	x	x	x	x			x	x	x
	Strategic Management	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x
	Managing Self and Others				x	x	x					x	x	x	x			x	x	x		x
	Strategic Issues in HRM	x		x	x		x		x	x	x		x	x	x					x		x
	Research Methods and Dissertation	x	x			x	x	x	x	x	x	x	x	x	x	x			x	x	x	x