Part 1   Programme details

Proposed title	MSc in Human Resource Management
Existing titles and codes	MSc in Human Resource Management
Mode and duration of programme	1 year full-time (Proposed) 2 years part-time (Current)
ECTS	90
TU Dublin Award(s) sought	Master of Science in Human Resource Management Postgraduate Diploma in Human Resource Management
Classifications of award(s)	MSc:, First Class Honours, Second Class Honours Grade 1, Second Class Honours Grade 2, and Pass PgDip: Distinction, Merit Grade 1, Merit Grade 2, Pass
School responsible	Management
Professional body accreditation and relevant dates (where applicable)	CIPD
External provider type (where applicable)	N/A
Delivery location	On-line and City Campus – Aungier Street

Part 2   Programme approval information

Date of initial approval (of Q1A) by SLT's Academic and Research Committee/SLT	2012
Date of validation/review event	14th March 2022
Date of approval by Academic Council and Governing Body	
Proposed date of re-commencement	September 2022

Part 3   Programme background/structure

Background

TU Dublin has been a lead player in the city of Dublin in the provision of human resource management and general management education for many years. As far back as the 1960s, the College of Commerce in Rathmines was the leading provider of part-time management education in Ireland before it merged with the College of Marketing from Mountjoy Square to form the Faculty of Business at DIT. The College of Commerce had been running a National Diploma in Personnel Management course since 1980 (which subsequently became a degree programme), and since 1985, both a National Diploma in Business Studies (Training and Development) and a Certificate in Personnel Practice (C.P.P.). The National Diploma in Personnel Management, which ran from 1980 to 1999, was validated by the National Council for Educational Awards (N.C.E.A.), and subsequently by the Higher Education and Technical Advisory Council (H.E.T.A.C. now QQI). In recent years, these part-time programmes have included part-time degree options in Business Studies and Human Resource Management within the School of Management. The MSc Human Resource Management was designed and validated in 2012.

Stated aims and learning outcomes of the programme

Graduates of this programme have the functional competencies, specialist knowledge, research skills, analytical skills, leadership and soft skills necessary to respond to the needs and challenges of modern organisations. This programme is designed to bring students into contact with the work of outstanding contemporary thinkers and practitioners. It places a strong emphasis on integrating in-depth analysis and critique of strategic options with practical application in a fast-changing business environment. Graduates from this programme will have many possibilities for access to further study at level 10 on the NFQ and career opportunities, including HR specialist roles as well as general management and senior roles across a range of industries in Ireland and abroad.

Programme Learning Outcomes

On successful completion of the programme, the graduate will:

1. Demonstrate an advanced knowledge of the theory, practice, concepts and methods pertaining to the various aspects of Human Resource Management at a strategic level, mastering the range of people practices needed to be an effective, ethical people professional.
2. Develop a critical awareness of current problems and new insights into role of functional and cross-functional responsibilities in Human Resource Management, including emerging technologies and change management.
3. Demonstrate mastery of complex and specialised professional, analytical and conceptual skills to understand people's behaviour and create the right organisation culture.
4. discern between complex and advanced skills across the field of HRM to develop a range of professional and managerial approaches for the organisation, the commercial context and the wider world of work.
5. Perform in a wide and often unpredictable variety of professional levels and ambiguous contexts with the utilization of advanced techniques and applications to simulate and model Human Resource Management techniques.

6. Take significant responsibility for the work of individuals and groups in multiple, complex and diverse contexts in the completion of a range of applied project work across a range of human resource management areas.; lead and initiate activity.
7. Self-evaluate and engage in continuing academic/professional development.
8. Develop a deep appreciation of the ethical, diverse and legal dimensions of Human Resource Management using evidence and data to create insight, problem solve, develop ideas and measure impact.

Programme structure
The full-time programme will be delivered over 3 semesters, one with 30 ECTS, one with 35 ECTS and a 25 ECTS Disseration. The part-time programme will be delivered over 5 semesters, 3 with 15 ECTS, 1 with 20 ECTS and a 25 ECTS Dissertation.

Entry Requirements
An honours degree (2.2) in a level 8 Hons Undergraduate Programme in the area of HRM, Business, Psychology Law, Marketing or Social Sciences or equivalent.

Student assessment
In accordance with TU Dublin City Campus General Assessment Regulations

Derogations from the General Assessment Regulations, including rationale for derogation and view of the Panel:

Students have up to 4 attempts to complete each assessment.

Part 4	Validation Details and Membership of Panel

Schedule of meetings: Monday 14th March 2022

Venue: MS Teams

09.00 hrs	Introduction of members of Panel to the Director/Dean of Faculty, senior staff from the School(s) responsible for the programme, Chairperson of the Programme Committee and other staff, as appropriate. Presentation to the panel on the key developments of the programmes.
09.20hrs	Private meeting of Panel to review in detail documentation submitted and discuss matters to be raised at subsequent meetings with various groups
10.00 hrs	Meeting of Panel with Head of School, Chairpersons and staff teaching on the BSc Programme to discuss such matters as syllabuses, teaching methods and assessment issues
11.30 hrs	Panel Break
11.45 hrs	Meeting with Students and Graduates on BSc

12.15 hrs	Private Meeting of the Panel to summarise findings on the BSc and discuss MSc

13.00 hrs	Lunch

14:00 hrs	Meeting of Panel with Head of School, Chairpersons and staff teaching on the MSc Programme to discuss such matters as syllabuses, teaching methods and assessment issues

15.30hrs	Meeting with Students and Graduates on MSc

16:00hrs	Panel Break

16.15 hrs	Private Meeting of the Panel

17.00 hrs	Oral Presentation of findings of Panel to Director, senior staff, Chairperson of Programme Committee and other staff as appropriate.

Panel Membership
External Panel Members

Professor Brian Harney	Professor in Strategy & HRM, Dublin City University, Dublin 11.
Dr Na Fu	Associate Professor in HRM, Trinity College, Dublin 2.
Ms. Gay White	Director, Gay White Consulting & Director of the Irish Institute of Training & Development.

Internal Panel Members

Assumpta Harvey (Chair)	Head of School of Business, TU Dublin Blanchardstown Campus
Alan McDonnell	School of Mechanical & Design Engineering, TU Dublin City Campus

Officer
Ms Nicole O'Neill	Quality Assurance Officer

Documentation submitted: Self Evaluation and Overview, Student Handbook, Q5 Annual Monitoring Reports, External Examiner Reports, Programme Committee Minutes

Part 5 Summary of Panel findings against key questions

Note: the Panel's findings (ie yes/no) and any additional comments against each of the key questions should be recorded below. Where a 'no' is recorded, an associated condition or recommendation should be included in Part 6, Findings of the Panel.

Is the market demand and need for the programme clear and articulated?	Yes
Are the aims, objectives and learning outcomes of the programme well-founded and clearly formulated?	Yes
Are the entry requirements clear and appropriate?	Yes
Are the arrangements for access, transfer and progression in accordance with Institute policy and NFQ?	Yes
Are the programme learning outcomes at the appropriate level as set out by the NFQ requirements?	Yes
Do the individual modules 'add up' to a coherent programme?	Yes
Are Graduate Attributes embedded within the programme?	Yes
Will the accumulation of the module learning outcomes result in the attainment of the programme learning outcomes?	Yes
Is there appropriate use of student-centred learning, teaching and assessment strategies, including the First Year Framework for Success checklist, which recognise the needs of diverse student groups?	Yes
Do the curricula and teaching schemes in each module descriptor give realisable substance to the module's aims, objectives and learning outcomes?	Yes
Are the assessment methods and criteria aligned to the learning outcomes in each module?	Yes
Are facilities and resources, including staff, in place to support the delivery of the programme at the standard proposed?	Yes
Is there parity between off-campus/on-campus delivery (if applicable)?	N/A
Are the roles and responsibilities of each partner clearly specified (if applicable)?	N/A

Part 6   Recommendations of the Panel

- **Overall recommendations of the Panel**

The panel commends the programme team on a well-developed programme and the students recognition of the value of the application of their learnings from the programme. The panel was impressed with the coherent nature and commitment of the programme team. The panel also commends the programme team on the comprehensive mapping of the programme to the CIPD Accreditation Criteria.

The panel recommends continuing approval of the programme with the following awards at Level 9 on the National Framework of Qualifications:

- Master of Science in Human Resource Management

- Postgraduate Diploma in Human Resource Management

The panel makes the following conditions and recommendations for the consideration of the programme team

Conditions

Review and resubmit all module descriptors with a view to updating content and ensuring consistency.

Recommendations

Revise the Programme Documents to:

- Provide a detailed assessment schedule for each cohort in the student handbook, which gives an indication of the timing, size and scope of each assessment.
- Include a more explicit emphasis on the development of consultancy skills within the programme.
- Make clear within the module descriptor for the dissertation the applied nature and practical requirements.
- Provide more details on the plans for external engagement and the use of the podcast series.

To provide more information to the students on the Services available from the Careers Office.

There is a gap in knowledge and ability to succeed between those who have worked in HR and those who have not, activities and support should be provided for those who are not working in a HR Function.

Observations
The panel would like to bring to the attention the below issues raised with the panel:

- It would be useful to identify further how the TU Dublin offering is differentiated from competitor offerings; the themes covered in this programme and how Equality,

Diversity and Inclusivity, International and Strategic Management dimensions are included in the programme.

- There is an opportunity when introducing the full -time programme to consider how best to streamline module delivery, when running both the full-time and part-time programmes and how to develop further synergies between the MSc and BSc Programmes.

- Students provided feedback that they would like a stronger focus on practical skills, recruitment skills, interview techniques, problem solving and communications etiquette and a reduced emphasis on the written summative examinations.

Summary of Changes Approved

- Introduction of a Full-Time offering
- Move to Blended Delivery for Part-Time Learners
- The mapping to the 'New' CIPD Profession Map
- Introduction of the 'Ahead of the Curve in HR' podcast series
- Extended induction programme
- Increased emphasis on Digital/Technologies throughout modules and specifically through the addition of a new module 'Emerging Technologies'

Revised Schedule Table:

Old Module	ECTS	New Module Title	ECTS	Contact hrs
HRM in context	5	Human Resource Management in Context	5	24
Developing Skills for Business Leadership	10	Developing Skills for Business Leadership	10	48
Resourcing and Talent Management	5	Strategic Resourcing and Talent Management	5	24
Employment Law	10	Employment Law	10	48
Organisation Design & Development	5	OB in dynamic environments	5	24
Performance Management	5	Strategic Employee Performance and reward management	5	24
Managing, Leading and developing people	5	Managing, Leading and developing people	5	24
Designing, Delivering & Evaluating Learning and Development Provision	5	Designing, Delivering & Evaluating Strategic Learning and Development Provision	5	24
Managing Employment Relations	5	Managing Employment Relations	5	24
n/a		Emerging Technologies and Organisational Change	5	24
Research Methods	5	Research Methods	5	24
Dissertation / Research Project	30	Research Project – Year 2	25	