

Human Resource Management (CIPD) MSc

Programme Specification

Academic Year:	2026/2027
Degree Awarding Body:	The University of Bradford
Main Location:	City Campus
Subject Benchmarks:	Master's degrees in Business and Management (Quality Assurance Agency 2019)
Qualifications Framework:	HE Qualifications of UK Degree Awarding Bodies (FHEQ: QAA 2014)
Target Degree Awards:	Master of Science (MSc) Human Resource Management (CIPD) [FHEQ Level 7] MSc Human Resource Management [no CIPD] [FHEQ Level 7]
Intermediate/exit awards:	Postgraduate Diploma (PGD) or Postgraduate Certificate (PGC) [FHEQ Level 7]
Programme Admissions:	UK and international students
Programme Start Dates:	September, January
Programme Modes of Study:	12 months full-time (September start) 15 months full-time (January start) 9-12 months part-time (September start top-up to MSc) 24 months part-time (September start) 27 months part-time (January start)

The [Chartered Institute of Personnel and Development \(CIPD\)](#), the leading UK professional body for HR specialists, accredits our MSc (CIPD) award in recognition of the fact that it meets rigorous academic and professional standards. MSc Human Resource Management (CIPD) incorporates the CIPD Profession Map and gives full exemption from the CIPD Advanced Diploma in Strategic People Management. On successful completion of MSc Human Resource Management (CIPD) graduates will be entitled to Associate membership of CIPD.

Please note: The University has a set of terms and conditions for all students accepting an offer to study on a course here at Bradford. This is called the Student Contract. This document sets out the Terms and Conditions which apply when you accept an offer of a place on a programme of study at the University of Bradford. [View our Student Contract for further details](#). Information about this programme and its modules has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but changes may occur given the interval between publishing and commencement of teaching. Any change which impacts the terms and conditions of an applicant's offer will be communicated to them.

Minor Modification Schedule

1. July 2025: Annual Changes for the 2025 academic year, including changes to academic regulation.
2. October 2025: Confirmed variance to academic regulations and improved accessibility of specification.

Introduction

The School of Management aims to provide Master programmes that educate students to become world leaders and business specialists and thus improve the quality of the management profession. The Master's in Human Resource Management (HRM) is designed to equip students with the necessary knowledge, skills and critical abilities required to operate as effective people managers who contribute to business and society whilst applying the highest professional standards, ensuring that they can make a full contribution both as business partners and effective leaders. This programme also serves as preparation for further study or an academic career in HRM.

The aim of this programme is to promote a critical understanding of how behaviour in organisations is shaped by leadership and HRM policies and practices in response to an ever-changing business environment. Students will examine and have opportunity to apply a range of HRM approaches, techniques and methodologies, and manage their personal development, in terms of transferable intellectual and employability skills, as appropriate for continuing learning in a professionally related career, their professional capability, ensuring that they can make a full contribution both as business partners and effective leaders. The programme cultivates the ethos of an engaging and inclusive learning community that is responsive to different learning styles and allows each student to develop to their full potential.

This programme is accredited by the [Chartered Institute of Personnel and Development \(CIPD\)](#), and the modules are aligned to the core knowledge and behaviours on the [CIPD Profession Map](#). The School supports students in engaging with the CIPD by contributing to the CIPD joining and membership fees of successful graduates of the Institute. Upon completion of the programme students that meet the CIPD requirements for work experience in a senior people services role could be eligible to apply for Chartered Professional member status.

The Master's in Human Resource Management is supported by experienced academics associated the School of Management and law academics from the School of Law and Social Sciences. Relevant members of these Schools hold international reputations in the field and provide significant insights into key areas of leadership, strategic HRM, recruitment and selection, performance management, human resource development (HRD), and employment law within a wide range of business and commerce environments. The course also provides opportunity to evaluate theoretical frameworks relevant to the study and practice of human resource management under conditions of change. Throughout the programme, there is strong emphasis on the practical application of specialist knowledge and skills. Such practical skills and critical faculties will enable the student to apply the knowledge and understanding gained at an early stage in their careers in order that they make a meaningful contribution to the organisations they will work for.

Further, there are many opportunities to take part in exciting extra-curricular activities. The Faculty of Management, Sciences and Engineering "Career Booster" professional development programme will offer opportunities to advance intellectual and employability skills (e.g. critical thinking, communication, team work, problem solving). The School of Management is dynamic with a diverse and active Faculty and wider University. It arranges numerous events and opportunities each semester beyond the taught modules to engage with not only academic but also policy and

practitioner events and issues. These include invited speakers, seminars, workshops, activities and conferences.

Programme Routes and Aims

The University of Bradford runs a semester system where a typical postgraduate academic year has two semesterised study periods and a third summer period. This programme runs both full-time and part-time with intakes in the Autumn (September, Semester 1) and Spring (January, Sem. 2).

Students may study full-time (180 credits a year) or register on a part-time route beginning in Autumn or Spring, studying 90-120 credits a year. Part-time students are able to join with programme activities of interest to them, and to discuss their learning trajectory with the academic programme team at key points, and when requested. Students can also 'top-up' a Postgraduate Diploma (in a cognate discipline of HR, from another institution which has been approved by the University of Bradford, and will have been awarded within a 5-year period) to the Bradford Master's degree.

CIPD professional membership is not available on the top-up programme leading to the award of MSc Human Resource Management.

There are five programme "routes" that students can join in September or January. At Bradford, a route through a programme summarises the student journey you take:

- Full-time students complete the MSc (CIPD) programme over 12-15 months (3-4 semesters).
- Part-time students study at a lower intensity and complete the MSc (CIPD) programme over 24-30 months or the MSc programme over 12 months. Students that undertake the part-time CIPD route will start the Dissertation in the 2nd year of study and submit it at the end.

Table 1: Typical Student Journeys towards MSc HRM compared

MSc HRM Route	September Full-Time to CIPD	January Full-Time to CIPD	September Part-Time to CIPD	January Part-Time to CIPD	September Part-Time (no CIPD)
Year 1 Period 1	Semester 1 Modules		Semester 1 Modules		Research
Year 1 Period 2	Semester 2 Modules and start Dissertation	Semester 2 Modules	Semester 2 Modules	Semester 2 Modules	Research
Year 1 Period 3	Summer and Research	Summer and start Dissertation	Summer and Start Dissertation	Summer	Submit dissertation (September) and Graduate (December)
Year 2 Period 1	Submit Dissertation (September) and Graduate (December)	Semester 1 Modules and Research	Semester 1 Modules and Research	Semester 1 Modules	
Year 2 Period 2		Research and Submit Dissertation (March)	Semester 2 Modules and Research	Semester 2 Modules and Start Dissertation	

MSc HRM Route	September Full-Time to CIPD	January Full-Time to CIPD	September Part-Time to CIPD	January Part-Time to CIPD	September Part-Time (no CIPD)
Year 2 Period 3		Graduate (July)	Summer and Research	Summer and Research	
Year 3 Periods4			Submit dissertation (September) and Graduate (December)	Semester 1 Modules and Research	

Students on all routes of the programme will be supported to achieve the programme aims:

- A1. Develop the professional knowledge, understanding and skills in human resource management and its underpinning disciplines, to enable students to become effective HRM practitioners.
- A2. Develop the competence to be a 'business partner' who understands the activities, functions and environment of the organisations/businesses in which students work and the ability to shape the HRM agenda accordingly.
- A3. Think strategically and creatively about human resource issues in the wider business and social context.
- A4. Develop effective HRM and management skills.
- A5. Develop reflective skills to enable students to reflect on the impact of their performance and interventions and to manage their own professional development.
- A6. Develop the ability and inclination to, through the discipline of study at postgraduate level, think critically about human resource issues.
- A7. Develop the competence to be an ethical professional who is able to reflect on the ethical implications of their actions and encourage this in others.
- A8. Develop specialist knowledge in a selected aspect of the HRM discipline.

On graduation from this programme, students will have developed a portfolio of work that demonstrates specialist knowledge in human resource management and employability skills and will thus be well-placed to access a range of career opportunities in either nationally or internationally. As entrants to prospective HRM roles, they will be able to address business and professional situations knowledgeably making contributions to improved organisational performance and delivery of sound personnel/HR practice and services.

The MSc in Human Resource Management (CIPD) is a specialist level career entry programme: type 3 under the Quality Assurance Agency for Higher Education's "Subject Benchmark Statement for Master's Degrees in Business and Management" (2019). The top-up to MSc route can enable career development or progression where a Master's is beneficial (type 4).

Programme Learning Outcomes

Students eligible for the FHEQ Level 7 Degree award of Master will be able to:

1. Have the professional knowledge, understanding, skills and behaviours of human resource management and its underpinning disciplines, required of an effective practitioner.
2. Be a competent 'business partner' who understands the activities, functions and environment of the organisations/businesses in which they work and has the ability to shape the HRM agenda in response to changing environments accordingly.
3. Think strategically and creatively about human resource issues in the wider business and social context.
4. Be able to evidence the behaviours and management skills associated with delivering HRM capabilities in organisations.
5. Be able to reflect upon and evaluate the impact of their performance and interventions and manage their own professional development.
6. Be able and willing, through the discipline of study at postgraduate level, to think critically about human resource management issues.
7. Be a competent and ethical professional who is able to reflect on the ethical implications of their actions and encourage this in others.
8. Have developed and applied specialist knowledge in a selected aspect of the HRM discipline and research methodologies.

Assessment Strategy

Our overall assessment strategy aims to develop ability to succeed in a global context, and to assist individuals to take effective roles within them in a balanced and diverse range of assessment tasks. The formative assessment strategy includes monitoring student's learning throughout each semester, using a range of class and seminar activities, personal tutors, project supervision and a variety of coursework, including essays, reflective notes, literature reviews, oral or audio-visual presentations, and group and individual tasks for which formative feedback is given. The programme is summatively assessed by a mixture of written examinations, assessed coursework, and applied coursework requiring the use of specialist computer software used on this programme as well as case studies, group projects and [multimedia] presentations. The dissertation is also a capstone module assessing all learning outcomes and involves carrying out an extended piece of written work involving an original and in-depth investigation of a programme-specific issue.

Assessment is integrated with learning and teaching to support and demonstrate achievement of the learning outcomes for individual modules and the programme as a whole. The diverse range of assessment methods are carefully designed to enable the assessment of the Programme Learning Outcomes:

- Learning outcomes 1, 2 and 3 are focused on application of knowledge. They are assessed across all the modules in this programme through a mixture of closed book examinations and individual pieces of coursework and group work.

- Learning outcomes 4, 5 and 6 are focused on the transferable skills that are so important to employability and business leadership such as communication, teamwork, and self-awareness. For example, the skills development workshops and portfolio in Developing Skills for Business Leadership.
- Learning outcome 7 and 8 are assessed by ethics while conducting independence of research and problem-solving, which is particularly demonstrated in the dissertation, but also through several other taught module assessments.

The assessment strategy for this programme is based on principles of constructive alignment, diversity and inclusion. It employs a well-developed range of formative and summative assessments tasks which are designed to help students to develop and demonstrate knowledge and understanding as well as a skill set in accordance with the learning outcomes for the programme overall and for specific modules.

Learning and Teaching Strategy

This programme integrates applied and theoretical knowledge with assessment processes that test both knowledge of the discipline and understanding of its application and limitations. The learning and teaching strategy put significant emphasis on the development of analytical, practical and interpersonal skills. Throughout the programme, students will be actively engaged in a diverse range of learning activities designed to develop your capacities for thoughtful analysis and reflective practice. Learning strategies have been developed to be inclusive of those with particular needs, adopting small group seminars and electronic support mechanisms.

Teaching on the programme will take different formats and will be directed, supported and reinforced through a combination of formal lectures and seminars (face-to face and virtual/online), which will incorporate staff/student led group tasks and discussions, simulations, case studies and experiential exercises. In our classrooms, we are actively using different online educational web-based simulations. Online simulations are recognised as an innovative and effective problem-based learning tool that allows active participation of students as value creators, ensuring application of strategic marketing and data analytics in a simulated business world scenario. This provides unparalleled opportunity for students to apply their learning to practice.

Students will be directed in undertaking further personal research and guided self-study, and wider reading. Students will be guided to suitable primary and secondary data sources and be required to conduct research and presentation exercises. These activities will all be further supported with further materials and information provided in the virtual learning environment. Formative feedback given in through activities incorporated into lectures and seminars.

As a programme leading to professional membership, personal development planning is particularly important. The Developing Skills for Business Leadership module focuses on personal and professional skills assessment and development, using a portfolio, to support this. In addition to learning within modules, personal academic tutors will support individual academic and professional development, by helping in analysing learning needs, developing appropriate learning strategies that enable students to reflect on their own progress. Building many and varied opportunities to engage with and learn from each other into the programme is integral to fostering an inclusive

learning environment. University wide there is support available for students for academic skills, information literacy and programming language learning.

Curriculum

The Master's degree in Human Resource Management builds on a foundation of general and specialist HRM, Leadership and Employment related modules. Students will take 7 compulsory modules plus the Dissertation.

Core Modules

To be eligible for the CIPD accredited award and CIPD professional membership, all components in all of the following core taught modules need to be passed at a minimum of 40%.

Table 2: MSc Human Resource Management Core Taught Modules (FHEQ Level 7)

Module Code	Module Title	Credit	Study Period
OIM7502-B	Business Data Analytics	20	Semester 1
HRM7503-A	Developing Skills for Business Leadership	10	Semester 1
HRM7504-A	Employee Relations	10	Semester 1
HRM7501-B	HRM in Context	20	Semester 1
LAW7014-B	Employment Law	20	Semester 2
HRM7505-B	Human Resource Development	20	Semester 2
HRM7507-B	Leading and Managing Change in Organisations	20	Semester 2

Optional Module

Students can attend the International Master's Summer School as a non-credit bearing elective. The Summer School brings together students from the MBA and other School of Management Master's programmes for seminars and networking. There is no assessment requirement on the SIB7507-Z module.

Table 3: School of Management Summer School Option (FHEQ Level 7)

Module Code	Module Title	Credit	Study Period
SIB7507-Z	International Master's Summer School (Attendance)	0	Semester 3

Research Component

Students entering the programme full-time are due to submit their dissertation at the end of their programme. Students that start the programme in September will submit their dissertation within 12 months at the beginning of September the following year. Students that start the programme in January will submit their dissertation within 15 months at the beginning of March the following year.

Table 4: Human Resource Management Dissertation (FHEQ Level 7)

Code	Module Title	Credit	Period
MAL7503-E	Dissertation	60	NsYear

To be eligible for the CIPD accredited award & CIPD professional membership, in addition to the core module component pass requirements the Dissertation must undertake primary data/research.

Study Abroad Opportunities

This programme is not eligible for opportunities to study abroad at another University due to the requirements of CIPD accreditation mapping to Bradford modules only.

Students can still explore opportunities for short international activities (1-6 weeks) that are held over the summer periods by speaking to the University International Opportunities team. Further information about [internships and placements](#) and [study abroad opportunities](#) is published on the University's website.

Assessment, Continuation and Award Regulations

This programme follows the Assessment, Continuation and Award regulations for postgraduate taught courses published on the University's Website ([Regulation 9](#)) with variance from the regulation as outlined below and documented in the Variance Register:

- **Variance from 4.2 (Component and Module Pass Requirements):** To qualify for CIPD membership, students must pass each component of assessment for each module (except for SIB7507-Z International Master's Summer School) and undertake primary data within the dissertation MAL7503-E Dissertation (MSc HRM).

Students who do not meet this requirement but otherwise satisfy the academic requirements of a University of Bradford Master's degree can be awarded the award of MSc Human Resource Management that does not qualify for CIPD membership under the standard regulations.

Achievable Awards and Professional Body Membership

Students will be eligible to exit with the award of **Postgraduate Certificate** if they have successfully completed 60 credits and achieved the award learning outcomes. This award does not confer eligibility for CIPD professional membership.

Students will be eligible to exit with the award of **Postgraduate Diploma** if they have successfully completed at least 120 credits and achieved the award learning outcomes. This award does not confer eligibility for CIPD professional membership.

Students will be eligible for the award of **Degree of Master of Science in Human Resource Management** if they have successfully completed at least 180 credits and achieved the award learning outcomes. This unbracketed award does not confer eligibility for CIPD professional membership.

Students will be eligible for the award of **Degree of Master of Science in Human Resource Management (CIPD)** if they have successfully completed at least 180 credits, achieved the award learning outcomes, achieved a mark of at least 40% in all assessment components of the core modules and completed the dissertation using primary data. The bracketed award of MSc Human Resource Management (CIPD) denotes eligibility to register as a member of CIPD, to a minimum of Associate level, and the exemption for the Advanced Diploma in Strategic People Management.

The programme provides the underpinning knowledge required to achieve professional levels of [CIPD membership](#). Higher levels of CIPD membership require at least a year of senior work experience in people services. If students already have this and complete the award, they may be able to register directly as a Professional member of CIPD and be entitled to use the protected designation Chartered MCIPD after their name. More information is available on [the CIPD website](#).

Entry Requirements

We are proud to be [one of the most inclusive universities in the UK](#). All our students have potential, and we believe that as many people as possible should have the chance to benefit from higher education, no matter what their background or circumstances.

We take the time to understand the background of our applicants, understand their journey to education, and make decisions based on an applicant's potential to thrive at university and beyond.

As the programme is taught in English, all applicants are required to have proficiency at GCSE Grade 4 (national grade C) or above in English Language. Alternative RQF Level 2 qualifications such as Key Skills are also acceptable if equivalent.

For international students, the level of English required is listed on the [University of Bradford English language requirements website](#). Exceptionally, holders of a UK degree awarded within 2 years prior to entry to the Bradford programme may be exempt from these English test requirements. International applicants who do not meet the IELTS requirement can take a [University of Bradford pre-sessional English course](#).

Applicants to MSc Human Resource Management typically have a first Bachelor's/Honours degree or its equivalent in Business and Management or cognate discipline from an approved higher education institution, with 2:2 classification (passed at 50% overall) or higher.

Examples of other equivalent international qualifications are provided on the [University of Bradford page for a country or region](#). Equivalent professional qualifications will also be eligible if supported with appropriate practical experience in Human Resource Management.

Applications are welcome from students with non-standard qualifications and/or students without formal qualifications who have relevant work experience, including adults who are returning to study (aged 25 or over at the start of the course). For such applicants, evidence of their interests and work experience may be assessed through an interview.

If applicants have prior certificated learning or professional experience which may be equivalent to parts of this programme, the University of Bradford has procedures to evaluate and recognise this

learning to provide applicants with exemptions from specified modules or parts of the programme. Find more information about [recognition of prior learning decisions](#) on the University website.

People thinking of studying with the University of Bradford don't need to wait for the start of the year to contact our Disability Service. The University can arrange for anyone to talk to this team about what support is on offer at Bradford including an invitation to our Get Set Day. To contact the Disability Service please complete the [request support form](#).

Information in this document is for the contemporary recruitment cycle and was accurate at time of publication. The current tariff and accepted qualifications for entry onto the programme is published at the online course page: <https://www.bradford.ac.uk/courses/pg/human-resource-management/>