



Date of Meeting: 20th March 2012

Named Award: Bachelor of Arts (Honours)
Programme Title: Human Resource Management
Award Type: Bachelor of Arts (Honours)
Award Class: Major Award
NFQ Level: Level 8
Intakes Commencing: June 2012
ECTS/ACCS Credits: 60

PANEL MEMBERS

Name / Function / Institution
Dr Stephen Cassidy, Dean of Academic Quality Enhancement, CIT (Chair)
Dr Jim Walsh, Lecturer, Department of Management & Marketing, UCC
Ms Anne Marie McGrath, Course Leader, BA in Human Resource Management, WIT
Ms Claire Murphy, HR Manager, Apple
Ms Sandra Coombes, Director, Coombes HRM

IN ATTENDANCE

Name / Function / Institution
Dr Catherine Frehill, Module Moderator, CIT

PROPOSING TEAM MEMBERS

Name / Function / Department
Mr Don Crowley, Head of Department of Continuing Education
Mr Gerard O'Donovan, Head of School of Business
Dr Felix Raekson, Lecturer, Department of Continuing Education
Ms Olive Murphy-O'Dwyer, Lecturer, Department of Continuing Education
Ms Anne Crowley, Lecturer, Department of Continuing Education
Ms Deirdre O'Donovan, PhD. Student, Department of Management & Marketing
Ms Karen McCarthy, Lecturer, Department of Continuing Education

BACKGROUND TO THE PROPOSED PROGRAMME

The proposal seeks validation for an add-on, one-year Bachelor of Arts (Honours) in Human Resource Management. In developing this Level 8 degree programme in a specialist area for Human Resources Management the School of Business and the Department of Continuing Education is endeavouring to create an additional progression route for its graduates, with a view to increasing their career opportunities.

The School of Business Programmatic Review took place in 2006 and a recommendation of the external panel was to develop a fourth year option for the Human Resource Management programme. The Department held consultation meetings with an Industry Advisory Panel, the Chartered Institute of Personnel and Development (CIPD) and the Irish Institute of Training and Development (IITD). These meetings informed the Department of the skills and knowledge expected of a Level 8 HRM graduate. The Department is conscious of developing the programme with regard to CIPD and IITD accreditation in the future. The Department also wishes to support the strategic direction of the Institute in the provision of Level 8 awards opportunities to students.

A recommendation from the Industry Advisor Panel is to move some existing material in the Bachelor of Arts in Human Resource Management into the proposed programme. In particular, the Industry Advisory Panel recommended that the module Corporate Strategy Implementation be moved from the BA programme into the proposed BA (Hons) programme and that this module include a greater use of live case studies and guest speakers. This change will require that a transition arrangement is put in place for the upcoming delivery as new entrants to the programme may have taken this module whilst undertaking the BA in Human Resource Management. The Department is thus proposing that the module Project Management Framework replace Corporate Strategy Implementation during this transitional period.

FINDINGS OF THE PANEL

*NOTE: In this report, the term “Requirement” is used to indicate an action or amendment which in the view of the Panel **must** be undertaken prior to commencement of the Programme. The term “Recommendation” indicates an item to which the Institute/Academic Council/Course Board should give serious consideration for implementation at an early stage and which should be the subject of ongoing monitoring.*

The Panel has considered the documentation provided and has discussed the programme with the proposers. Based on this, the Panel has arrived at a number of Findings, Requirements and Recommendations as follows.

1. Programme-Level Findings

1.1 NEED FOR THE PROGRAMME

Validation Criterion: Is there a convincing need for the programme with a viable level of applications?

Overall Finding: Yes

1.2 AWARD

Validation Criterion: Are the level and type of the proposed award appropriate?

Overall Finding: Yes

1.3 LEARNING EXPERIENCE

Validation Criterion: Is the learning experience of an appropriate level, standard and quality overall?

Overall Finding: Yes, subject to certain Requirements and/or Recommendations

The proposed Programme Outcomes as presented to the Panel are attached as Appendix 1. Findings, requirements and recommendations concerning individual modules are recorded in Section 3 below.

1.4 PROGRAMME STRUCTURE

Validation Criterion: Is the programme structure logical and well designed (including procedures for access, transfer and progression)?

Overall Finding: Yes, subject to certain Requirements and/or Recommendations

The Semester Schedules as approved are in Appendix 2. The Semester Schedules to be delivered during a transitional period are shown in Appendix 3.

Requirement: The Panel asks that the programme team updates the semester schedules to include the following electives:

Semester 7: Occupational Psychology (module id: 8304) (re-classify as elective)
Psychometric Testing for Recruitment, Selection and Training (module id: 8048)
FREE6001 Free Choice Module

Semester 8: Concept Acquisition and Cognitive Learning (module id: 8045) (re-classify as elective)
MMED7004 E-learning: Theory and Technology
FREE6001 Free Choice Module

Recommendation: The panel recommends that the programme team consider including an additional elective module on Coaching.

1.5 PROGRAMME MANAGEMENT

Validation Criterion: Are the programme management structures adequate?

Overall Finding: Yes

1.6 RESOURCE REQUIREMENTS

Validation Criterion: Are the resource requirements reasonable?

Overall Finding: Yes

The Panel was assured on behalf of the President and Head of School that appropriate resources in terms of staffing and facilities will be put in place when the programme is validated.

Recommendation: Due to ever-changing nature of the field, the panel recommends that the Institute seeks to ensure the currency of the teaching through the use of guest speakers working in the field or by alternative means.

Recommendation: The panel asks that the programme team seeks to ensure that modules within the programme are made available to other programmes to share the resource costs.

1.7 IMPACT ON THE INSTITUTE

Validation Criterion: Will the impact of the programme on the Institute be positive?

Overall Finding: Yes

2. Module-Level Findings

The Panel notes that two modules on the proposed programme are pre-approved modules which may be delivered across several CIT programmes. Any panel recommendations regarding approved modules should be taken into account and implemented as appropriate at the next revision.

The Panel was also informed that the new draft modules have been the subject of internal and external scrutiny by the CIT module moderator (Dr Catherine Frehill) and external reviewers Ms Hazel Shanahan and Dr Eileen Reedy, LIT.

The Panel wishes to add the following findings, requirements and recommendations.

2.1. Module: ALL MODULES

Recommendation: The panel asks the proposers to consider the volume and form of the assessment methods used. For skills based modules, such as Negotiation, the assessment should be skills focused rather than relying on a large written examination element.

Recommendation: The Panel recommends that the programme team consider the introduction of a Reflective Journal as a means of assessment.

Recommendation: To widen the pool of potential applicants and to support learners, the panel recommends that the programme team consider a range of flexible delivery options for this programme.

2.2 Module: PHYS7018 Methodological Research

Recommendation: The module descriptor should be revised, or an alternative module written, to better support the consultancy focus of the associated project.

2.4. Module: Consultancy Project

Requirement: The descriptor for the 10-credit project module should be revised to remove any overlap with learning outcomes of the associated research methods module. The consultancy nature of the project and detailed project deliverables should be explicitly stated.

Recommendation: Learners should receive detailed and timely guidance on the project deliverables expected of them and on project management arrangements as part of the programme information.

3. Other Findings

Findings:

Recommendations:

4. Conclusion

Based on the above findings, the Panel has arrived at the following Conclusions:

- The Programme meets the required standards for an award in the **ARTS** field of study at Level 8 of the National Framework of Qualifications.
- The Programme meets the criteria for validation of a new programme adopted by the Academic Council of Cork Institute of Technology.

The Panel therefore recommends that the Bachelor of Arts (Honours) in Human Resource Management be validated for five academic years, or until the next programmatic review, whichever is soonest, subject to implementation of the Requirements above, and with due regard to the Recommendations made.

Furthermore, the panel supports the approval of the transitional arrangements detailed in Appendix 3.

APPENDIX 1 – Proposed Programme Outcomes

Programme Outcomes

On successful completion of this programme the learner will be able to :

PO1 Knowledge - Breadth	An in-depth knowledge of advanced human resource management skills which would enable them to formulate, implement, monitor, evaluate and review procedures for managing people in organisations. Competence in leading human resource departments in organisations. Capability to work in a supervisory capacity where management of people is a core requirement, recognise that the human resource function is an integral part of an organisation and its activities are designed to support its corporate and business strategies.
PO2 Knowledge - Kind	The competence and knowledge required to integrate the learning experience through the production of a work-based project and consultancy project. Be able to apply the theoretical concepts to the their own workplace from the subject areas such as Training & Development, People Resourcing, Health & Safety, Strategic Management, Organisational Psychology and Change Management as well as Emerging Markets.
PO3 Skill - Range	A strong ability to analyse HR problems and propose and implement solutions. Be able to play a leading role in training and development in their organisations; have a major input in the Health & Safety Statement for their organisation; organise the recruitment and selection process; support the performance management process; participate in Industrial Relations fora; fulfill roles in their organisations such as team leaders, line managers, training managers, supervisors and HR managers.
PO4 Skill - Selectivity	An understanding of the theoretical concepts to solving real HR problems in the work environment; utilise the practical skills gained on the programme in a range of HR issues; have an input into the identifying and solving of problems in areas such as training, induction, retention, change and performance management.
PO5 Competence - Context	The ability to research HR problems and implement solutions to those problems; apply HR skills to a variety of business contexts; suggest creative and innovative solutions to HR issues; relate work-based problems to learning from the programme and case studies/research investigated.
PO6 Competence - Role	Their ability to work alone or as a member of a team; work as a member of a cross-functional team; be an effective and contributory member of a dynamic HR department; work effectively as a team member and team leader; supervise and manage local and/or remote workforces.
PO7 Competence - Learning to Learn	The competence to take responsibility for his/her own learning as evidenced by research assignments and directed study; successfully share and transfer knowledge as part of a learning organisation; utilise their programme learning to deal with new experiences and unfamiliar situations and continue their path of lifelong learning.
PO8 Competence - Insight	The ability to participate in the HR function of assisting employees in moral, social and ethical decisions; assist HR in implementing diversity policies and programmes in line with changing workplaces and practices.

Appendix 2 – Semester Schedules

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
PHYS7018	Methodological Research (Approved)	LIAM MC DONNELL	Intermediate	5.0	3.00	3.00	100.0%	0%
No Code Yet	Org.Dev. and Change Management (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	100.0%	0%
No Code Yet	E-HRM (Draft)	DON CROWLEY	Advanced	5.0	4.00	2.50	50.0%	50%
No Code Yet	Emerging Markets and Trends (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	40.0%	60%
No Code Yet	Negotiation (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	30.0%	70%
Elective								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
No Code Yet	Occupational Psychology (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	40.0%	60%
No Code Yet	Psychometric Testing (Draft)	DON CROWLEY	Advanced	5.0	2.00	2.00	100.0%	0%
FREE6001	Free Choice Module (Approved)	PAUL GALLAGHER	N/A	5.0	4.00	0.00	50.0%	50%

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
No Code Yet	Managing an Int. Workforce (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	30.0%	70%
No Code Yet	Corp Strategy Implementation (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	30.0%	70%
ACCT7007	Business Finance (Draft)	CAROLINE O REILLY	Intermediate	5.0	4.00	2.00	30.0%	70%
No Code Yet	Consultancy Project (Pending Approval)	DON CROWLEY	Advanced	10.0	2.00	0.20	100.0%	0%
Elective								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
No Code Yet	Concept Acquisition (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	40.0%	60%
MMED7004	E-Learning (Approved)	ROSE MC GRATH	Intermediate	5.0	4.00	0.00	100.0%	0%
FREE6001	Free Choice Module (Approved)	PAUL GALLAGHER	N/A	5.0	4.00	0.00	50.0%	50%

Appendix 3 – Interim Semester Schedules

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
PHYS7018	Methodological Research (Approved)	LIAM MC DONNELL	Intermediate	5.0	3.00	3.00	100.0%	0%
No Code Yet	Org.Dev. and Change Management (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	100.0%	0%
No Code Yet	E-HRM (Draft)	DON CROWLEY	Advanced	5.0	4.00	2.50	50.0%	50%
No Code Yet	Emerging Markets and Trends (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	40.0%	60%
No Code Yet	Negotiation (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	30.0%	70%
Elective								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
No Code Yet	Occupational Psychology (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	40.0%	60%
No Code Yet	Psychometric Testing (Draft)	DON CROWLEY	Advanced	5.0	2.00	2.00	100.0%	0%
FREE6001	Free Choice Module (Approved)	PAUL GALLAGHER	N/A	5.0	4.00	0.00	50.0%	50%
Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
No Code Yet	Managing an Int. Workforce (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	30.0%	70%
MGMT7046	Project Management Framework (Approved)	DON CROWLEY	Intermediate	5.0	3.00	2.00	40.0%	60%
ACCT7007	Business Finance (Draft)	CAROLINE O REILLY	Intermediate	5.0	4.00	2.00	30.0%	70%
No Code Yet	Consultancy Project (Pending Approval)	DON CROWLEY	Advanced	10.0	2.00	0.20	100.0%	0%
Elective								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Contact Hours	PT Contact Hours	Course Work	Final Exam
No Code Yet	Concept Acquisition (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	40.0%	60%
MMED7004	E-Learning (Approved)	ROSE MC GRATH	Intermediate	5.0	4.00	0.00	100.0%	0%
FREE6001	Free Choice Module (Approved)	PAUL GALLAGHER	N/A	5.0	4.00	0.00	50.0%	50%