

Report of Validation Panel

Date of Meeting: May, 30th, 2013

Named Award:	Master of Arts
Programme Title:	Master of Arts in Human Resources Management
Award Type:	Master's Degree
Award Class:	Major Award
NFQ Level:	Level 9
Intakes Commencing:	September, 2013
ECTS/ACCS Credits:	90

PANEL MEMBERS

Name / Function / Institution
Dr. Noel Harvey, Department of Business Studies, Galway-Mayo Institute of Technology
Ms. Margaret McCarthy, MCIPD, Human Resource Manager, Centra/Musgraves
Ms. Jennifer Hennessy, Dept of Business, Management and Organisation, Waterford Institute of Technology
Ms. Marese Bermingham, Office of Registrar & Vice-President for Academic Affairs, CIT

IN ATTENDANCE

Name / Function / Institution
Ms. Marguerite Lynch, Office of Registrar & Vice-President for Academic Affairs, CIT

PROPOSING TEAM MEMBERS

Name / Function / Department
Mr. Gerard O'Donovan, Head, School of Business, CIT
Mr. Don Crowley, Head, Department of Continuing Education, CIT
Dr. Felix Raekson, Course Co-Ordinator, BA (Hons) HRM
Ms. Olive Murphy-O'Dwyer, Course Co-Ordinator, BA HRM
Ms. Sheila Butler, Lecturer
Ms. Anne Crowley, Lecturer
Ms. Deirdre O'Donovan, Lecturer and PhD candidate

BACKGROUND TO THE PROPOSED PROGRAMME

Human Resource Management has become a pervasive and influential approach to the management of employment in a wide range of market economies. The turbulent business climate caused by increased global price competitiveness, changing technologies, changing employment legislation and changing workforce composition is challenging managers to utilise employees more effectively to gain competitive advantage.

A Certificate in Personnel Management had been offered in the Department of Continuing Education from the early 1980's. This course was suitable for persons in a supervisory capacity who wished to formalize their knowledge and gain a worthwhile qualification. During the 1990's there was a growing demand from the public, industry and the Chartered Institute of Personnel and Development (CIPD) to provide a path towards a professional qualification in Human Resource Management. To meet this demand, in 2001, the department introduced a three year Diploma in Human Resource Management (now Bachelor of Arts in HRM, Level 7), which incorporates an embedded Level 6 Certificate in HR Management & Development. Since 2012, the Department of Continuing Education is delivering a Bachelor of Arts (Hons) in HRM to over twenty part-time students. The number of HRM students in the department has grown to approximately 110 today.

This proposal supports and underpins the Institution's strategic plan in a number of ways and this Masters programme responds to the strategic requirement of the Institute to further develop its role as a provider of continuing professional development opportunities, by adding to, and extending, the portfolio of programmes available to students. This Level 9 programme will also be available to graduates of cognate degree qualifications who also have relevant experience.

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 validation 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 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. The panel makes certain recommendations in relation to the proposal to offer a postgraduate diploma as an exit strategy.

Recommendation:

The programme designation as a Master of Arts in Human Resource Management is appropriate. The panel considered the option, outlined by proposers, to offer the award of Postgraduate Diploma as an exit strategy should participants in the programme not be in a position to complete the thesis element. The validation panel recommends that a short programme document for the Post Graduate Diploma option, with appropriately amended and relevant programme outcomes, be prepared. The validation panel support this development in principle and suggest that the resulting programme documentation should be reviewed by an internal panel as it is not necessary to reconvene the external panel given that all elements of the Post Graduate Diploma will be drawn from the reviewed Master's documentation.

1.3 LEARNING EXPERIENCE

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

Overall Finding: Yes, subject to certain recommendations

The proposed programme outcomes as presented to the panel are attached as Appendix 1. Findings and recommendations concerning individual modules are recorded in Section 3 below.

Findings: Yes. The validation panel finds the programme outcomes acceptable.

Recommendation: Proposers should consider the inclusion of some reflective learning and assessment methods in line with current development in the field of learning.

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 recommendations

The panel notes that the programme structure had already been the subject of external peer evaluation by Dr. Eileen Reedy, LIT and Ms. Hazel Shanahan, EMC.

The semester schedules as proposed are in Appendix 2.

Recommendations:

- Descriptor on Access should be rewritten to reflect CIT policy and to clearly indicate that applications will be open to holders of a variety of level 8 degrees. Criteria for admission to be clearly set out, detailing the possibilities for admission to programme by holders of non-cognate degrees.
- Selection criteria should be more detailed and clearly set out the selection process for holders of level 8 degrees in specialisms other than HRM.
- An induction programme for students to incorporate group cohesion/team dynamics should be included.
- The module 'Research Methods' requires modification and the panel recommends that the course proposers explore the possibility of running this module in Semester 3.
- Review module 'Enterprise... , consider replacing with a module on budgetary finance and employment law.

- Include ethics and ethical practices in modules.
- Add a workshop on Employee Relations.
- Consider blended /on-line learning methodologies and offerings as programme evolves. Suggest these to be considered at one year review.

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 is assured by the Head of School that appropriate resources in terms of staffing and facilities are available to run the programme as outlined.

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 four (4) modules on the proposed programme are pre-approved modules which are already delivered across several CIT programmes.

The panel was informed that the new draft modules have already been the subject of internal and external review by the CIT module moderator and external experts Dr. Eileen Reedy, LIT and Ms. Hazel Shanahan, EMC.

In exercising its brief to consider the overall standard and appropriateness of modules, the panel wishes to add the following recommendations.

2.1 ALL MODULES

Recommendations:

The Panel recommends the following across all modules;

- Module descriptors to be tightened.
- Review assessment descriptors and streamline.
- Assessment schedule to be examined in the context of the totality of assessment from student experience. Review timings of assessments.

2.2. Module: Psychometric Testing

Recommendation: This module could be improved with modification to include Employee Resourcing whilst maintaining its strong focus on psychometric testing.

Consideration may be required to address elements of repeat/re-assessment i.e course work or written examinations.

2.3. Module: Research Methods

Recommendation: This module could be modified to allow greater flexibility as a stand alone module.

Assessment of this module requires some changes as it seems that the research proposal assignment is being assessed twice, here and as part of thesis.

Qualitative research methods should be included in the indicative content.

3. Other Findings

Recommendations:

Panel considers the proposed MA in HRM to be a strong programme with some modules that will appeal to practising HRM professionals who wish to upskill in particular areas eg Psychometric Testing. Panel recommends that proposers give consideration to wrapping certain modules into Special Purpose Awards that may have appeal to possible corporate clients.

4. Conclusion

The validation panel recommends that the Master's In Human Resource Management programme be validated for five academic years, or until the next programmatic review, whichever is soonest, and with due regard to the recommendations made.

APPENDIX 1 – Proposed Programme Outcomes

Programme Outcomes

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

P01	Knowledge - Breadth	An in-depth knowledge of expert human resource management skills which will enable learners to formulate, implement, monitor, evaluate and review procedures for managing people in organisations. Competence in leading human resource departments in organisations and to participate in the strategic development of the organization. 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.
P02	Knowledge - Kind	The competence and knowledge required to integrate the learning experience through the research and production of a research-led major thesis. Be able to apply the theoretical concepts to their own workplace from subject areas such as Talent Development, Performance Management, Coaching and Mentoring, Strategic Management, Psychometric Testing and Reward Management as well as Employee Engagement.
P03	Skill - Range	A strong ability to analyse HR problems on the Strategic level 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 Strategic Mission Statement of their organisation.
P04	Skill - Selectivity	An understanding of the overarching theoretical concepts of HR applied to solving real HR problems in the work environment; utilise the practical skills gained on the programme in a range of key HR issues; have an input into the identifying and solving of problems in areas such as training, induction, retention, change and performance management.
P05	Competence - Context	The ability to research HR problems utilizing advanced research skills 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.
P06	Competence - Role	The ability to work alone or as a member of a team; to lead and supervise teams; work as a member of a cross-functional team; be an effective and contributory leader/manager of a dynamic HR department; work effectively as a team leader; supervise and manage local and/or remote workforces.
P07	Competence - Learning to Learn	The competence to take responsibility for his/her own learning as evidenced by advanced 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.
P08	Competence - Insight	The ability to participate in the HR function of assisting employees in moral, social and ethical decisions; direct HR in implementing diversity policies and programmes in line with changing workplaces and practices.

Appendix 2 – Semester Schedules

Semester Schedules

Semester 1

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Hours Contact Hours	PT Hours Contact Hours	Course Work	Final Exam
MGMT9009	Research Methods (Approved)	DON CROWLEY	Expert	5.0	7.00	3.00	100.0%	0%
MGMT9004	International Corp. Strategy (Approved)	DON CROWLEY	Expert	5.0	3.00	3.00	50.0%	50%
MGMT9025	HRM in Context (Draft)	DON CROWLEY	Expert	5.0	0.00	2.00	40.0%	60%
MGMT9026	Coaching Mentoring (Draft)	DON CROWLEY	Expert	5.0	0.00	4.00	100.0%	0%
MGMT9008	Enterprise Finance & Law (Approved)	DON CROWLEY	Expert	5.0	3.00	3.00	50.0%	50%
No Code Yet	Psychometric Testing (Draft)	DON CROWLEY	Advanced	5.0	3.00	2.00	100.0%	0%

Semester 2

Mandatory								
Mod Code	Module Title	Co-ordinator	Level	Credits	FT Hours Contact Hours	PT Hours Contact Hours	Course Work	Final Exam
MGMT9005	Applied Corporate Strategy (Approved)	DON CROWLEY	Expert	5.0	3.00	3.00	100.0%	0%
MGMT9027	Employee Engagement (Draft)	DON CROWLEY	Expert	5.0	0.00	2.00	100.0%	0%
No Code Yet	Leading, Managing, Developing (Draft)	DON CROWLEY	Expert	5.0	0.00	2.00	100.0%	0%
No Code Yet	Training, Talent and Knowledge (Draft)	DON CROWLEY	Expert	5.0	0.00	2.00	100.0%	0%
No Code Yet	Reward and Incentive Mgmt (Draft)	DON CROWLEY	Expert	5.0	0.00	2.00	100.0%	0%
No Code Yet	Performance Management (Draft)	DON CROWLEY	Expert	5.0	0.00	2.00	100.0%	0%