



This professionally focused Masters programme will develop you into a global HR practitioner. Arden's distinctive online approach will enable you to study and learn alongside your work. This framework of relating business experience with up to the minute knowledge and contemporary practice in the sector will ultimately enable you to improve the HRM function within your organisation, or to advance into a new role. This is achieved through critical thinking, creativity and personal development.

Modules are: **Managing the Human Resource**

How does Human Resource Management contribute to an organisation? How does it impact performance? What are the different approaches to the management of people?

In this module, you will develop an awareness of how the human resource function can contribute to the effectiveness of a workplace and organisational performance. You will be able to understand the difference between human resource and personnel management, learning how the evaluation of main

processes such as employee development, relations, motivation and reward can be implemented into strategy.

HRM in Context

In this module, you will gain an overall appreciation of the organisations in which you operate in. You will understand the different challenges that organisations may face, both ethically and socially. You will also look into possible market implications, giving you the ability to analyse and evaluate how this may impact your organisation from a people perspective. You will also consider how HR strategy should fit within overall business strategies and be able to apply

an ethical and professional approach to people management.

Reward Management

Reward is central to the motivation of individuals. Whether the reward is financial, or the personal satisfaction of a job well done, there is a need to ensure that individuals perceive that they are being treated fairly.

You will begin this module by looking at the different contexts within which decisions about reward are made, including the external environment, government policies, pursuit of equality and the strategic direction of the business. As



you progress, you will start to consider economic theories of reward, including efficiency theory and wage theory, learning how to approach financial decisions like bonus schemes and commission-based pay. You will be able to identify effective reward strategies and begin to understand the relationship between reward and motivation.

Learning and Development

The competition for talent, and the need to constantly upskill existing talent, is one of the major challenges facing organisations today. In this module, you will look at the

process of creating a learning and development strategy and how this is driven by business strategy. The process of developing talent and identifying future talent needs in an organisation will also be understood. You will consider the different approaches to learning that different people take, and be able to take these into consideration when advising an organisation.

Resourcing and Talent Planning

There are many different approaches to planning HR, but which one is the most effective method? Through supply and

demand forecasting, you will consider the strengths as well as the limitations of each approach. The need for HR to take a proactive and strategic role in the organisation will be explored, including job analysis, recruitment and performance management. You will also consider the parameters set by employment law, as well as the issues HR may face working within a technological, virtual environment. You will also look at this in an international context, thinking about the specific challenges that are brought from working in a multinational organisation.

Employee Relations

What is Industrial Relations? What is its role in an organisation? This module will help you to define and understand the modern role of industrial relations in a contemporary framework, ensuring a workable relationship between both employees, management and other key stakeholders. You will consider collaborative approaches and the role of partnership agreements, as well as the different hard and soft approaches to HRM.

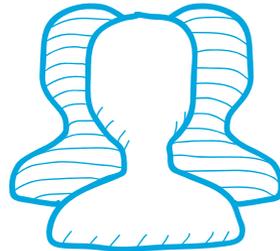


Research Project

The research project is a vital part of achieving Masters level - and it is your chance to undertake research into an area of your choosing, related to the programme theme.

We'll support you through the first stage with six weeks of sessions to help you create your research proposal - and you can choose from a conventional dissertation or an academic article and presentation. You will develop your critical abilities and

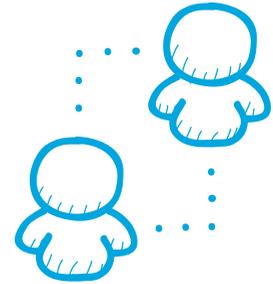
produce a piece of work that's relevant in practice and meets the academic standards needed at Masters level, and just as importantly, add value to your organisation and career.



Course duration and hours of study

This varies depending on the course you're studying but you can access modules at a pace that is convenient for you. Once you have accessed a module, there is a minimum and maximum time that you will need to finish the module within.

You can find out more information on the course page, visit www.arden.ac.uk. Alternatively, please call our admissions team on +44 (0) 2476 515700 or 0800 268 7737 for more details.





Entry requirements

To be eligible for this course you must normally have:

A UK honours degree at a minimum of second class (2.2) or equivalent.

For students whose prior learning was not taught in English:

IELTS 6.5 or equivalent.

If you don't have academic qualifications

We're more than happy to consider, and positively encourage, an application from you if you have substantial management experience (typically 5 years) and can show us that you have the motivation to study the programme.

ONLINE
POSTGRADUATE
COURSE

How to apply

Visit: www.arden.ac.uk

Email: enquiries@arden.ac.uk

Call: +44 (0) 2476 515700 / 0800 268 7737