ARDEN UNIVERSITY QUALITY ASSURANCE DOCUMENT QA3 - PROGRAMME SPECIFICATION

1. Target Award	MSc
2. Programme Title	**MSc Data Analytics and Human Resource Management (HRM)** **PGDip Data Analytics and Human Resource Management**
3. Exit Awards	PGDip Data Analytics and Human Resource Management PGCert Data Analytics and Human Resource Management PGCert Data Analytics PGCert Human Resource Management
4. Programme Leader(s)	Benjamin Silverstone
5. Delivery Model	Online Blended learning delivery by Arden University staff and supported via the VLE.
6. Start date	October 2017
7. Programme Accredited by *(PSRB or other, if applicable)*	
8. UCAS Code *(If applicable)*	
9. Relevant QAA subject benchmark statement	QAA General Master's Degrees (2015), QAA Masters Degrees in Business and Management (2015)

10. Programme Aims

The aim of the MSc in Data Analytics and Human Resource Management is to provide students with core skills and competencies in the area of applied data analytics that they can apply within a human resource management environment. The purpose of the programme is enable students to effectively analyse their data needs and to identify and design appropriate methods of gathering data to meet those needs. Students will gain a critical understanding of data handling, using a variety of tools, and how the outcomes of analysis can inform decision making. Finally, students will develop a critical appreciation of the need to effectively communicate the outcomes of analysis via visual methods. The programme will also equip students with a critical understanding of the role of HRM within organisations as well as an overview of specialist areas related to HRM. Students will explore the role of reward management in the motivation staff and how analysis of this process can lead to greater productivity in the workplace.

Online teaching materials are derived from established academic research in order to develop critical powers of analysis, reflection and the further development of interpersonal skills in preparation for management roles.

Programme participants will build on their previous understanding of data analytics and Human Resource management and will have the opportunity to develop new skills which they will be expected to apply within their own working contexts. This is achieved through critical thinking, creativity and personal development.

In particular, based upon the established tasks and responsibilities associated with graduates, the purpose of the programme is to enable students to demonstrate the following:
- An ability to critically analyse the need for data gathering for a specific purpose.
- A critical approach to identifying sources of data and designing tools to address specific needs in data gathering
- Well-developed skills in the use of data analytics tools to analyse datasets based upon a stated need
- An ability to evaluate the outcome of analytics activities and make recommendations
- Critically appreciate the role of data visualisation and apply the methods to communicate the outcomes of analytics activities.
- A critical understanding of the implementation an ethical approach to data gathering, analysis and management.
- Development of a critical understanding of the context in which HRM operates
- Evaluate the processes of employee resourcing, development and skills acquisition
- Critically apply reward management concepts within appropriate contexts

Arden Values Mapping: the table below identifies how programme outcomes (listed within section 11) meet provide for full coverage of Arden University Values.

	Knowledge & Understanding	Intellectual Thinking	Practical Skills	Transferable Skills
We Support People		B1		D3, D5
We Do the Right Thing	A1	B2		
We Innovate	A7		C3, C5	
We Take Ownership	A2, A3	B3		D2

11. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
MSc (180 credits)		
11a. Knowledge and understanding	**The means by which these outcomes are achieved**	**The means by which these outcomes are demonstrated**
A1 – Critically analyse tools for data gathering and develop innovative and ethical methods of addressing data needs. A2 – Evaluate the role of data handling and decision making within specific contexts A3 – Analyse the need for effective communication of data analytics outcomes with a focus on communicating with non-specialists. A4 – Evaluate organisations, environments and impacting factors from a people perspective A5 – Critically evaluate the role of HRM in relation to resources, motivation and organisational effectiveness A6 – Critically analyse the context of reward management and appraise the use of strategies within organisations A7 – Undertake self-led research into computing issues in the workplace demonstrating an ethical approach to the application of research principles	Learning and Teaching methods and strategy: Acquisition of knowledge and understanding (A1 – A7) is through an integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity. That is: Asynchronous Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accesses through our VLE Guided group / project based work Discussion forums where students discuss and critically engage with themes emerging from the materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves Podcasts and narrated PowerPoint's Synchronous Online seminars facilitated by VOIP's where theory and practice are integrated. Live chats Based upon the profile of our typical student body, our strategy enables students to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances. Independent study is the cornerstone of the learner experience supported by engagement with the specialist tutor and peer engagement. There is a requirement for written work at all levels including reports, essays, practical tasks, developed targeted plans etc., and our formative assessment policy informs how feedback is supplied by tutors at the draft assessment phase.	Knowledge and understanding are assessed through in-module assessments of portfolio submissions, presentations, time-constrained examinations, and report based assignments. Formative assessments are the precursor to the summative assessments. Appropriate and diverse formative assessments are provided for students and are communicated to them via a clear overview to be found in the assessment brief for each module.

	Blended delivery is facilitated by a combination of synchronous face to face classroom based delivery and Asynchronous Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accessed through our VLE	
11b. Intellectual (thinking) skills	**The means by which these outcomes are achieved**	**The means by which these outcomes are demonstrated**
B1 – Individually and collaboratively analyse complex problems and requirements and systematically synthesise and evaluate a range of potential solutions. B2 – Demonstrate systematic, ethical and creative approaches to data gathering, analysis and communication, showing initiative and originality. B3 – Systematically collect and use data from specific sources to synthesise and evaluate effective data design, analytics and communication methods. B4 – Apply innovative methodologies, techniques, tools and technologies to communicate the outcomes of data analysis based upon a complex problem B5 – Utilise judgement to draw appropriate conclusions and make innovative recommendations.	Intellectual skills (B1 – B5) are developed throughout the programme by the methods and strategies outlined in section A, above. Specific modules support the development of quantitative and qualitative analysis, and the development of criticality and self-reflective skills. In addition, the student's thinking skills will be evident in a summative assessment process which requires and rewards learners for the demonstration of creative thinking and problem solving, analysis, judgement and self-reflection in the development of contextually relevant solutions, and a willingness to explore and engage with a range of media. Throughout, the learner is encouraged to develop intellectual skills further by undertaking further independent study and research. Students will be required to demonstrate skill development both individually and collaboratively through the collection of information, analysis and evaluation of findings and presentation of solutions.	Intellectual skills are assessed through a combination of in-course formative exercises and summative assignments, including the submission of portfolios, self-reflective evidence, statistical analyses, qualitative judgements, and research reports/research project.
11c. Practical skills	**The means by which these outcomes are achieved**	**The means by which these outcomes are demonstrated**
C1 – Effectively design data gathering techniques to meet a specific need C2 – Demonstrate data audit and analysis skills using established tools and techniques	Practical and professional skills are employed in the production of solutions to real life situations developed through set briefs, exercises and practical activities. The important modern-day skills of gathering data, auditing and analysing datasets and communicating the outcomes to non-specialists are delivered within this programme through the completion of practical and analytical	To support the development of practical skills students must supply worked materials and evidence in support of their assignments. Critical reasoning, good presentation and sound evidence trails in all assignments are rewarded. Assessment briefs include a variety of commercial and geographical contextual setting. Students receive

C3 – Effectively communicate the outcomes of analysis activities using established tools and techniques in a creative way in order to meet the needs of the target audience. C4 – Articulate reasoned evidence to justify conclusions and recommendations. C5 – Demonstrate flexibility in adapting to novel and complex contexts. C6 – Apply a range of innovative approaches to solve human resource related problems related to resourcing, reward and organisational effectiveness	assessments which make thorough use of the student's own working context. Practical skills are further developed and integrated through a series of in-course online activities and projects intended to test skills acquired. Group forums provide opportunities to discuss ideas, progress, the work of others and the strengths and weakness in the work presented and particularly support the development of C4. Activities are provided so that students can work independently to consolidate their knowledge and grasp of practical skills.	feedback on all activities and assignments which includes practical examples for improvement in the application of theory to practice to help them improve both aspects of their skill base.
11c. Transferrable skills	**The means by which these outcomes are achieved**	**The means by which these outcomes are demonstrated**
D1 – Systematically and competently collate, synthesise and communicate complex information effectively D2 – Demonstrate a reflective approach to work and the capacity to take responsibility for engaging in self-directed life-long learning for professional development. D3 – Work autonomously and collaboratively demonstrating the highest professional and ethical standards D4 – Manage time effectively by learning to plan and prioritise work in order to meet specified deadlines. D5 – Learn independently and collaboratively in the spirit of critical and self-reflective enquiry.	Personal responsibility becomes an increasingly important skill as students' progress, culminating in the writing of the Research project. As the programme progresses work becomes more complex and students are tested on their abilities to respond positively to feedback from a variety of audiences, as well as to manage increasingly large workloads. Students are required to complete a number of assignments and a 'research artefact' that rewards independence originality, and critical enquiry, and which further enhance communication and self-reflective skills.	To develop transferable skills all assignments must meet time deadlines and word count guidelines. All assessed work must be submitted independently even where group activity has been an element of the process. Students must take responsibility for their own work. All assignments require students to adopt a spirit of critical enquiry and self-reflection which is rewarded in marking guides. These guides are shared with students.

Exit Awards: Programme Outcome

Due to the structure of the proposed programme there are a range of possible exit awards that are dependent upon the module mix achieved by the student. A single Postgraduate Diploma is available which recognises the completion of part 1 of the programme and therefore represents the Data Analytics and Human Resource Management route. If a student completes the three Data Analytics modules then they are able to exit with the Postgraduate Certificate in Data Analytics which is the same award as the target PGCert on offer. If a student completes the three Human Resource Management modules they are able to exit with a Postgraduate Certificate in Human Resource Management. If a student achieves a combination of Data Analytics and Human Resource Management modules they are able to exit with a Postgraduate Certificate in Data Analytics and Human Resource Management.

This approach will enable the student to exit with an award that recognises the elements of the whole programme that they have achieved. Due to the joint nature of the programme, with the "Data Core" cutting across the suite of programmes, it is necessary to closely delineate between what a student has achieved.

Exit Award	Knowledge & Understanding	Intellectual Skills	Practical Skills	Transferrable Skills
Post Graduate Diploma (120 credits)	A1, A2, A3, A4, A5, A6	B1, B2, B3, B4, B5	C1, C2, C3, C4, C5, C6	D1, D2, D3, D4, D5
Post Graduate Certificate (Data Analytics) (60 credits)	A1, A2, A3	B1, B2, B3, B4, B5	C1, C2, C3	D1, D2, D3, D4, D5
Post Graduate Certificate (Human Resource Management) (60 credits)	A4, A5, A6	B1, B5	C4, C5, C6	D2, D4, D5
Post Graduate Certificate (Data Analytics and Human Resource Management) (60 credits)	A2, A4, A5	B1, B3, B5	C2, C4, C5, C6	D1, D2, D3, D4, D5

12. Graduate Attributes and the means by which they are achieved and demonstrated
Graduate Attributes
The concept of the Arden University Graduate, based upon the definition of 'graduate attribute' by Bowden et al (2000) has been developed around 6 attributes.

Lifelong Learning: Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.

Reflective Practitioner: Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions

Professional Skills: Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional environment

Discipline Expertise: Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change.

Responsible Global Citizenship: Understand global issues and their place in a globalised economy, ethical decision-making and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture.

Effective Communication: Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.

The means by which these outcomes are achieved and demonstrated

All six attributes are relevant to this programme, of which four will be developed throughout Level 7 of the MSc Data Analytics and Human Resource Management where they are integrated into all modules and assessed via unit study tasks (individual and group work) and through summative assessment tasks. Some graduate attributes are assessed in more than one module allowing for greater development of skills.

Graduate Attribute Mapping

Module	Graduate Attribute
Data Design	**Lifelong Learning:** Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.
Data Handling and Decision Making	**Responsible Global Citizenship:** Understand global issues and their place in a globalised economy, ethical decision-making and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture.
Data Visualisation and Interpretation	**Effective Communication:** Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.
HRM in Context	**Responsible Global Citizenship:** Understand global issues and their place in a globalised economy, ethical decision-making and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture.
Managing the Human Resource	**Lifelong Learning:** Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.
Reward Management	**Effective Communication:** Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.
Research Project	**Discipline Expertise**: Knowledge and understanding of chosen field. Possess a range of skills to operate within

	this sector, have a keen awareness of current developments in working practice being well positioned to respond to change

13. Learning and teaching methods and strategies

Distance Learning

Acquisition of all learning outcomes is via engagement with the online module learning material and the online tutoring and programme participant support mechanisms, both of which are delivered via Arden University's ilearn platform (a moodle-based system). The learning material comprises purpose-written self-contained lessons with frequent activities and feedback to generate learning and reinforce the knowledge acquisition through frequent application of learning to specific examples.

Embedded within the text are links to further reading and appropriate websites. Feedback within the learning material is provided to allow programme participants to check their understanding with that of the tutor. Additionally, group learning activities direct programme participants to the tutor-facilitated discussion forums where they engage in discussion with their peers and receive formative feedback from the module tutor.

Each of the 20 credit modules provide programme participants with an understanding of key theoretical and practical management issues, debates and academic informed literatures.

Teaching/learning methods adopted are transferrable across modules and are similar across modules and include online class discussions, exercises/case studies and group discussions.

For each subject being taught a programme of structured online learning activities using both formative and summative assessment is applied. The emphasis is on action learning through the mediation of the module leader for each module.

Learning and Teaching activities are:

Asynchronous

Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accesses through our Virtual Learning Environment

Guided group / project based work

Research tasks

Discussion forums where students discuss and critically engage with themes emerging from the online materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves

Podcasts and narrated PowerPoints

Synchronous

Online seminars facilitated by VOIP's where theory and practice are integrated

Live chats

Based upon the profile of our typical student body, our strategy enables students to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances. Independent study is the cornerstone of the learner experience, supported by subject specialist engagement with the tutor and peer engagement.

Blended Learning
A strategy which incorporates elements from the above criteria plus the support of face to face input will be utilised.

A-synchronous learning will be supported by in class face to face lectures, seminars and workshops. Students will have full access to the ilearn platform and all programme resources within it. Formative opportunities will be available in class and also via 'Adobe' hosted seminars.

Students will also have access to learning resources at each partner institution.

Student leaning will be supported and nurtured at our partner institutions by our tutor team and dedicated centre administrator and on line via our student support team.

Summative submissions will all be made via the 'Turn it In' platform.

14. Assessment methods and strategies

The assessment process involves both formative and summative elements and is continuing in nature.

There will be a focus on encouraging students to apply their knowledge to practical situations. A significant part of this comes from the Research project module. Here students will be required to identify a topic of interest to them, which falls within the encompassing field of management. Students will explore this, and will apply their research to the topic, putting forward recommendations which are of practical benefit to the organisation.

The approach to coursework assignments will be to encourage students to apply their knowledge to organisations or case study data sets. This could be achieved through the use of case studies, but will also involve employees applying information and approaches to their own organisations, or an organisation with which they are familiar.

The assessment designed for each module reflects the intentions of that module and will measure the identified learning outcomes. A variety of assessment strategies will be used to reflect and test the achievement of the learning outcomes. These are detailed within each module and mapped in the table below. Assessment questions and cases are seen to be dynamic and are reviewed quarterly in order to maintain rigour and reflect changes in professional focus and practice.

There is a requirement for written work at all levels including reports, essays, developed plans, portfolios of work etc. and our assessment policy informs how feedback is supplied by tutors at

the formative and summative assessment stage. Critical analysis is encouraged at all levels culminating in a Research Project.

Summative and Formative Assessment Mapping
Summary of Summative & Formative Assessment

NOTE: In addition to the formal formative opportunities available to students (as highlighted within the table below) there are also numerous formative opportunities embedded within each module, for example: case studies with associated questions, short answer questions and forum discussions between tutors and peers

All Modules	Summative Assessment	Formative Assessment
Data Design	1,000-word critical evaluation of an established data collection tool, either web or non-web based, to include recommendations on how to enhance the effectiveness of the tool 4000 analysis of a specific data gathering problem to establish the desired outcome. Design and carry out initial pilot testing of a data gathering tool and evaluate the potential use of the data gathering tool within the specified context. In this case the tool can be anything that gathers data for analysis but students must have access to carry out a small pilot study in order to gather results to enable development recommendations to be made.	A number of formative assessment opportunities will be built into the module materials. Students will also have the opportunity to submit draft work for review prior to final submission. This will be up to, and including, a completed draft of the work no later than two weeks prior to the final submission date. Students will be expected to submit their data gathering tool for review from a practical and ethical perspective before it is piloted.
Data Handling and Decision Making	1,000-word audit of the data environment and ethical considerations. Sources and types of data held within an organisation of the student's choice (normally their own organisation) will be identified and the value analysed along with where gaps exist. 4,000-word report based on statistical analysis of a large data set coupled with a concluding narrative demonstrating appropriate recommendations. Assessment is based upon the quality of the data analysis undertaken, range of techniques etc. and the subsequent	Formative assessment options will be available via a series of practical tasks set prior to the assessment. A draft submission will be allowed up to two weeks prior to the final submission date.

	narrative that evaluates the findings and makes recommendations.	
Data Visualisation and Interpretation	3,500-word equivalent A0 poster presentation of an analysed dataset. The poster will be presented during an Adobe session to highlight the key data that will be used to address the problem set in the assessment. Assessment is based upon the use of data visualisation tools to pick out the key data relevant to the problem statement and how well they communicate the intended outcomes. 1,500-word critique of the data visualisation methods presented by another student. Students will be given access to a recording of a poster presentation, and the poster itself, and will need to critique the methods being used. Crucially, the critique is on how well the chosen methods display the data rather than the person. The assessment is based upon how well the student applies the theory of data visualisation to the critique and there is no impact upon the grade of the student whose work is being critiqued	A number of formative assessment opportunities will be built into the module materials. Students will also have the opportunity to submit draft work for review prior to final submission. This will be up to, and including, a completed draft of the work no later than two weeks prior to the final submission date.
HRM In Context	Summative assessment will be via a 3-hour examination based upon a provide scenario which will require students to apply relevant models to analyse specific issues and provide solutions	A variety of formative activities will be provided within the module to support the assessment. Students will also have the opportunity to submit practice exam questions for feedback
Managing the Human Resource	Summative assessment will be via a 3-hour examination which will fulfil the CIPD requirements for the module during the relevant assessment period	A variety of formative activities will be provided within the module to support the assessment. Students will also have the opportunity to submit practice exam questions for feedback
Reward Management	5,000-word audit of current workplace reward practices based upon the student's own organisation. Recommendations will be made to enhance practice	Formative feedback opportunities will be via ongoing tasks throughout the module as well as submission of a draft no less than two weeks prior to the final submission date.
Research Project	15,000-word dissertation or 5,000-word journal article	Normally at least three formative opportunities within the research project supervision process.

15. Employability

Entrants to this programme are highly likely to be in work, (be it Full or part Time). The MSc in Data Analytics and Human Resource Management is designed to offer the degree of flexibility required to ensure that even those employed in full time positions have the maximum opportunity to fulfil their programme of study. The programme aims to develop skills and knowledge such that graduates can confidently enter the Human Resource management environment or can improve their existing career prospects within it. This degree develops a range of transferrable skills and provides opportunities for these to be evidenced. In particular, the final research project provides the ability to demonstrate higher level academic skills.

The programme has been specifically designed to provide career development in a rapidly developing and business critical area and will be marketed as such. The vast majority of students are likely to be employed in the business function related to their chosen pathway and the courses will enable appropriate progression. However, it is noted that the distributed nature of Arden University students makes conventional careers support difficult for those who choose to study the programme and are not employed. The use of the 'Abintegro provider' allows us to offer a range of support in career development and there are opportunities for students to purchase more specialist support if required.

The addition of imbedded graduate attributes adds value to the qualification in terms of providing 'industry ready' graduating students.

16. Entry Requirements

Arden University is keen to ensure that the programme is available to all those who can benefit from it.

Normally entry is via:

A degree equivalent to UK second class honours standard,

English ability equivalent to IELTS 6.5 (no less than 6.0 in any element), where the medium of undergraduate study was not English;

Applicants with existing postgraduate computing management awards may be eligible for entry with advanced standing and will be considered through the APL process.

Applicants who have substantial relevant experience (typically 5 years) and are able to demonstrate via references and supporting curriculum vitae an ability to successfully complete the programme may be admitted where they do not possess degree equivalent qualifications. It is not intended to offer exemptions based on experiential learning.

17. Programme Structure

MSc Data Analytics and HRM				
Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
DAT7003	Data Design	20	Core	Essay & Report
DAT7001	Data Handling and Decision Making	20	Core	Essay & Case Study based Report
DAT7002	Data Visualisation and Interpretation	20	Core	Presentation of Data Visualisation & Critique of Data Visualisation Methods
HRM7004	HRM in Context	20	Core	Exam
HRM7003	Managing the Human Resource	20	Core	Exam
HRM7005	Reward Management	20	Core	Coursework Assignment
RES7001	Research Project	60	Core	Research Proposal & Dissertation or Journal Formatted Article & Viva

18.	Subject:	I260 (Data Management),

Last updated: November 2018 (V2)

Mapping of Intended Programme Learning Outcomes and Modules

MSc Data Analytics and Human Resource Management

	Modules	Module Type (Compulsory C)	A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	C6	D1	D2	D3	D4	D5
Level 7	Data Design	C	X							X	X			X	X			X	X		X	X	X	X	X
	Data Handling and Decision Making	C		X						X		X		X		X		X	X		X	X	X	X	X
	Data Visualisation and Interpretation	C			X					X			X	X			X	X	X		X	X	X	X	X
	HRM in Context	C				X				X				X				X	X	X		X		X	X
	Managing the Human Resource	C					X			X				X				X	X	X		X		X	X
	Reward Management	C						X		X				X				X	X	X		X		X	X
	Research Project	C							X	X	X	X	X	X				X	X	X		X		X	X